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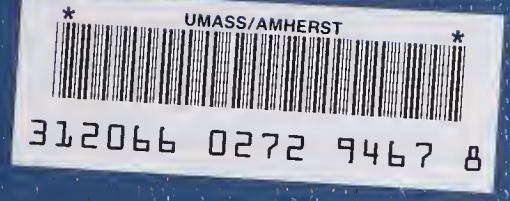

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March | Executive Office of Communities and Development | 1989

Michael S. Dukakis, Governor | Amy S. Anthony, Secretary | Richard T. Howe, Assistant Secretary, Municipal Division

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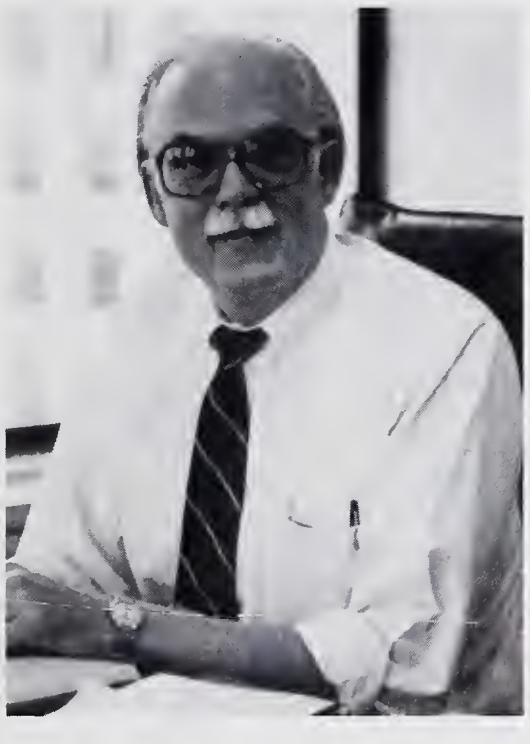
Mike Tierney Moves On



On March 3, Michael W. Tierney resigned his position as Assistant Secretary for the Municipal Division at EOCD. Mike is moving to Philadelphia to assume the position of Director of the Philadelphia Local Initiative Support Corporation (LISC). LISC is a national foundation which focuses on the issues of community-based development, neighborhood revitalization and urban poverty, as a combined local and national effort.

Mike leaves EOCD after five and a half years, four as the Municipal Division Assistant Secretary. During his tenure, he has accomplished a great deal in making EOCD an agency which is genuinely responsive to meeting the needs of local government. Mike oversaw the expansion of the Incentive Aid, Strategic Planning and Community Development Action Grant Programs, the creation of the Urban Revitalization Development Grant (URDG), Gateway Cities and Municipal Advance (MAP) Programs, and many innovative uses of the Small Cities Community Development Block Grant Program.

Staff of the Municipal Division appreciate the leadership and support which Mike has provided and the opportunity to work with him over the last four years. We wish him every success in his new endeavor and will dearly miss him. Best wishes, Mike. ■

EDSA Grant to Uxbridge Saves Jobs at Historic Textile Mill

EOCD's Economic Development Set-Aside (EDSA) Program made a $511,180 grant award to the Town of Uxbridge in February. Under the grant, the Town will loan $500,000 to Stanley Woolen Company as part of a larger financial package of state and private funds to reverse the downturn of this troubled textile firm.

"These loans are an investment in the economic and environmental future of the Blackstone Valley and a sign of our continuing work to bring economic prosperity to every region of Massachusetts," stated Governor Michael S. Dukakis in announcing the state assistance.

Stanley Woolen Company has played a historic role in the Blackstone Valley community of Uxbridge. The textile mill was established in 1851 to produce fabrics for the apparel industry and is the oldest weaving company in continuous operation in the United States. Since Civil War days, when Stanley manufactured uniforms for the Union Army, the mill has been a major source of employment for the Blackstone Valley. Stanley has been owned and managed by the Wheelock family since its establishment.

Stanley produces coarsely woven wool and wool blend apparel fabrics used in mens' tweed jackets, womens' winter coats, and similar items. The firm has developed a strong reputation for producing quality merchandise, and its customers include such well known apparel manufacturers as Ralph Lauren.

However, foreign competition has had a severe impact on the U.S. textile industry; and in the mid-1980s, Stanley Woolen began experiencing serious business problems. Stanley had failed to invest in modernizing its equipment and production process. With its high costs of production, the firm was unable to compete in the global marketplace.

As a result, Stanley suffered significant losses and declines in sales and employment. In 1986, Stanley had sales of $10.4 million and employed 200 people. The net loss was $495,000 in 1987, following losses in the previous two years. In November 1987, Stanley Woolen was forced to file for Chapter 11, Bankruptcy Protection. Sales for 1988 were only $2.1 million and by February 1989, employment had declined to 55 workers. The firm operated on a marginal basis while in Chapter 11, continuing to lose $40,000 monthly.

In the fall of 1987, a number of state agencies began working with the existing management and a series of potential buyers to assist in a turnaround of Stanley Woolen. In addition to EOCD, the Massachusetts Industrial Services Program (ISP), Governors Office of Economic Development, Massachusetts Department of Environmental Management (DEM), Massachusetts Executive Office of Labor, and the Massachusetts Government Land Bank have been involved.

A critical requirement for the state agencies was that no public funds would be committed unless the proposer presented a realistic turnaround strategy. The primary concern behind state involvement was to save the jobs at Stanley. Another factor was the planned development of the Blackstone Valley Heritage State Park, which would focus on the rich industrial

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From the Desk of Amy Anthony

Dear Reader:

I am pleased to announce the Massachusetts Small Cities Program (MSCP) Performance Bonus Fund which is being implemented this spring. This new $2 million program component is designed to reward Small Cities grantees for exceptional performance. The bonus takes the form of supplemental funding and is available to federal FY 1988 MSCP General Fund grantees who have achieved a contracted commitment level of 65 percent or more in any program category, or in their overall program by May 30, 1989, and who have no unresolved management issues.

As you know, the Massachusetts Small Cities Program provides funding to cities and towns with populations under 50,000 for a broad range of community development activities to assist low- and moderate-income citizens.

Under the new program set-aside, grantees may elect to receive supplemental funding equal to 15 percent of the original grant award in the category which achieved the high performance (e.g., housing rehabilitation, public facilities, commercial improvements, etc.). This additional funding will allow the municipality to continue or expand program activity in its areas of high performance. The Performance Bonus Funds will also be accompanied by additional administrative monies to support the expanded program activities.

The application process for eligible grantees involves the submission of a special report to the MSCP staff in early June. We will be announcing Bonus Fund awards in late June or early July.

We view the Performance Bonus Fund as an opportunity to reward the successful efforts of those municipalities which have done an outstanding job in managing their Small Cities General Fund grant resources, and we share their commitment to a strong local management capacity.

Sincerely,

Amy S. Anthony

Uxbridge Grant *(cont. from page 1)*

history of the Valley. An operating textile mill, open to the public for tours, was considered critical to the success of this project and to its beneficial impacts on tourism in the Blackstone Valley.

After a series of unsuccessful offers, in October 1988, state officials began meeting with a prospective buyer, Robert McDonough. McDonough, President of Arjay Textiles, Ltd. in Canada, presented a plan to purchase and revitalize Stanley Woolen. The plan was carefully reviewed by EDSA and ISP staff, and it appeared to meet the requirements for state assistance.

''The restructuring of Stanley Woolen involves the installation of new, high-speed equipment and production systems. Stanley will also diversify its product lines into other markets, primarily contract, reducing its dependency on the apparel market,'' McDonough explained.

The contract market is a relatively new, growing segment in the textile industry. Contract fabrics are primarily used in commercial office interiors for wall partitions, chairs, and other productions. McDonough's Canadian firm, which specializes in contract fabrics, would immediately provide Stanley with $2 million in annual orders.

The total financial package of over $2 million required close cooperation among various state agencies, the Town of Uxbridge, McDonough, and private sources. EDSA will provide $500,000 to purchase high-speed looms and other equipment. The ISP's Economic Stabilization Trust will lend $250,000 for working capital; and the Massachusetts Department of Environmental Management has made a commitment for a $150,000 grant for facade improvements to the mill building. Private funds account for well over half of the total costs of reorganizing Stanley.

''This has been my first experience in working jointly with any government agencies. I found all the people I dealt with extremely competent and cooperative. The state was prepared to lend its support when the banks weren't. Without their support, I would not have been able to restructure Stanley Woolen,'' McDonough said. He added, ''The Town of Uxbridge was most cooperative and flexible in working with me.''

State assistance will benefit the Town, the Blackstone Valley, the Heritage State Park, and Stanley's workers. If McDonough's plan is successful, all 55 current jobs at Stanley will be saved and total employment will grow to 145 workers in three years. The firm will provide specialized training in operating the new high-speed looms.

The EDSA Program has provided similar financing to over 40 projects in Massachusetts' smaller communities where there is a demonstrated financial need and benefit to low- and moderate-income persons. For information on the program, please contact David Weiss, Director, or Lynn Shields, Assistant Director at (617) 727-7180. ■

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Call 1-800-392-6445 for information and technical assistance on Division of Municipal Development Programs.

Commission on Growth and Change Swings into Full Operation

The Special Commission on Growth and Change has been extremely busy lately. The commission, co-chaired by Senator Carol Amick and Representative Carmen Buell, was established by the legislature to develop a growth management plan for the Commonwealth. Since December, there have been three commission meetings, six subcommittee meetings, and ten public hearings.

In order to broaden participation and allow for more in-depth discussion of the issues, the commission formed three subcommittees. They are: Resources (including natural, cultural and historic); Physical Development (including housing, infrastructure, public facilities and economic opportunities); and Implementation (including what should be done at each level of government, what laws need amending and what new laws are needed).

Each subcommittee has met twice to assist the commission to establish Value Statements which will serve as the basic premise for all actions taken by the Commonwealth relative to growth management. Membership on the subcommittee is open to all interested individuals. Meetings have ranged from 25-50 participants with a broad spectrum of interests represented which included architects, local planners, environmental advocates, regional planners, homebuilders, industrial park developers and state agencies. Kathy Bartolini, Director of the Office of Local and Regional Planning, and Dick Howe, Deputy Assistant Secretary for Municipal Management and Planning, have represented EOCD on these subcommittees.

Growth Commission members listen to citizens' comments at public hearing in Great Barrington.

Each subcommittee produced a broad policy statement supported by specific goals and objectives. These goals were summarized by the commission's Executive Director, Pam Brown, and staff assistant Jennifer O'Hara into a draft Value Statement (see side bar) to generate public comment at the ten hearings held throughout Massachusetts in January and February. The hearings were held in Falmouth, Great Barrington, Springfield, Gardner, North Andover, Millbury, Boston, Taunton, Greenfield and Sudbury. EOCD participated at each of these hearings with Assistant Secretary Mike Tierney, Dick Howe, or Kathy Bartolini attending.

Attendance was excellent, with the Cape Cod meeting in Falmouth attended by over 100 people. Many interesting comments were received at the hearing and at the 2½-3½ hour focus sessions which preceded them, and several themes emerged. Foremost was a plea for more and better training for local boards concerning their roles under state statutes and new concepts to help manage growth. Strong support was also voiced for the following:

- regional planning agency review of large scale projects having regional impacts;
- cluster zoning as a means to prevent sprawl and preserve community character;
- professional staff at the local level or regional circuit riders;
- proposed land bank legislation;
- amending all grandfathering provisions found in the state's zoning and subdivision laws.

There was also a lot of interest in creating entities similar to the proposed Cape Cod Commission.

A special acknowledgement should go to the regional planning agencies for their work in organizing the public hearings, which included preparing opening remarks identifying the most pressing growth problems being experienced in that area of the state.

The Growth Commission must now synthesize all the comments in order to finalize their Value Statements; to determine specific recommendations to be formulated into one or more bills; and to determine what, if any, pending legislation they should support. ■

Resource Protection

Proposed Policy Statement

To define, identify, and manage the Commonwealth's resources with a philosophy of stewardship so that the quality of the environment shall be maintained for present and future generations.

Stewardship: To provide and protect resources for use and enjoyment by present and future generations.

Human Needs

Proposed Policy Statement

To take affirmative action to provide for human needs by ensuring responsible patterns of development and environmental protection.

Implementation Strategies

Proposed Policy Statement

To provide a framework for planning and decision-making so that rational and coordinated land use decisions can be made at the local, regional, and state levels of government.

Youth 2000: Building Community Awareness of Youth Issues

Massachusetts Youth 2000 is developing strategies to implement Governor Dukakis' initiatives to "Bring Down the Barriers to Opportunity," with special focus on school dropouts, drug and alcohol abuse, teen pregnancy and illiteracy. If long-term solutions to these serious problems are to be achieved, there is a need for coordination in policy development and program planning at the local level. The Youth 2000 Program is addressing this situation by assisting local governments to plan, implement, manage, and coordinate programs and services targeted to their at-risk youth populations.

With EOCD funding, three Youth 2000 communities, Manchester, Taunton, and Weymouth, held community-wide conferences and other informational events to: (1) promote cooperation among providers and coordination of services both within and among municipalities; (2) provide mechanisms for information sharing; and (3) strengthen and sustain community commitment to improving local youth services. Local officials, human services providers, businesses, schools, the media, and concerned residents were brought together to define common goals and to build problem-solving coalitions.

Taunton hosted its "Community Conference on Youth Issues" in September. Participants met in workshops to discuss the scope of local "barriers" problems, policy options, and successful program models. According to Mayor Richard Johnson, "We must share the experience and meet the demands of a changing society, breaking down the barriers that exist for our young people. The earlier we get into dealing with these problems, the more productive we will be." Coordination of services and a broad-based community approach were repeatedly mentioned as factors necessary for the success of youth programs.

The Weymouth Youth Office sponsored a three-day conference in October that culminated in a "YOUTHSPEAK 1988" workshop. Over 100 high school students were given the unique opportunity to talk to service providers, educators, and other adults. Students identified and discussed issues of importance to them and evaluated existing youth programs. Earlier in the conference, Weymouth Executive Administrator Russell J. Connor, Jr. noted that there are difficult decisions to be made concerning whether public money should be spent on education and other youth services or directed elsewhere. "The youth programs nowadays are competing for the same dollars as programs that are mandated by the state and federal governments. The fact is that youth programs are the first to go."

Taunton and Weymouth are both in the process of organizing coordinating committees to continue the work started at their respective conferences.

Manchester's STATUS group, "Sensible Talk and Action about Tough and Urgent Subjects," held a series of monthly education workshops for teens, their parents, and other concerned citizens on substance abuse, AIDS, early identification of children's education problems, and parent skills. STATUS also printed a wallet-sized "hot-line" list reference card and a telephone directory insert of "HELP" services for the Cape Ann area. ■

Staff Notes

Recently, Secretary Amy Anthony announced the appointment of **Richard T. Howe** as the new Assistant Secretary for the Municipal Division. Dick had served as the Deputy Assistant Secretary for Municipal Management and Planning for the past 1½ years. Dick was formerly the Deputy Director for Executive Programs at Harvard University's Kennedy School of Government and has extensive municipal government experience. As Assistant Secretary, Dick will have responsibility for oversight of EOCD's broad range of technical assistance and grant program activities in support of Massachusetts cities and towns. We offer our congratulations and support to Dick as he assumes his new responsibilities.

At the end of December, **Virginia Hildreth** resigned her position as Director of the Main Street Program. Ginny has been hired by the City of Portland, Maine, as its Director of Economic Development. We wish her well.

We are pleased to announce that **Lynn Bowness** has been promoted to Director of the Main Street Program. Prior to joining EOCD as Main Street Assistant Director, Lynn managed a local Main Street program in California. Lynn has an extensive background in municipal management and social services.

We are also pleased that **Carol Wolfe** will be joining the Small Cities Program as one of its Program Representatives. For the past year, Carol has done a great job administering EOCD's Youth 2000 Program. Youth 2000 is a federal demonstration grant designed to improve local government capacity to efficiently deal with youth issues. Carol has a Ph.D. in Anthropology from Boston University.

Left to right - Lynn Bowness, Carol Wolfe, Richard Howe.

Rental Rehab Funds Available

Program Succeeds in Haverhill

The Rental Rehabilitation Program (RRP) is a HUD-funded housing rehabilitation program operating successfully in Massachusetts since the spring of 1985. During that period, the Commonwealth has received allocations totaling over $6 million. EOCD is presently awaiting HUD approval of its FY 1989 application for almost $2 million.

The main objective of the Program is to rehabilitate substandard rental housing units occupied by lower income tenants. To date, nearly 700 units have been renovated in grantee communities. The Rental Rehabilitation Program provides funds for investor-owned and owner-occupied properties that meet program qualifications. Rental Rehab money is usually given in the form of a ten-year, deferred payment loan at zero interest. Owners are required to provide at least a matching amount toward the total cost of rehabilitation. Awards range from $5,000 to $8,500 per unit, based on the number of bedrooms. Higher amounts are possible if the need can be justified.

According to federal regulations, any community which is not receiving funds directly from HUD under the entitlement portion of the Rental Rehabilitation Program is eligible to participate in the state's program. However, participation is limited to those communities which possess or will be able to acquire the administrative ability to implement a housing rehabilitation program. Communities may receive RRP-related administrative funds if the need exists.

EOCD accepts applications and makes grant awards on an ongoing basis, with average initial awards in the $100,000 to $250,000 range, although requests for larger amounts will be considered. A number of grantees have had their awards increased, and just recently the City of Haverhill became the first grantee to have received $1 million in Rental Rehabilitation Program funds.

Haverhill was one of the first communities to participate in EOCD's Rental Rehabilitation Program. It has been among the most active and productive grantees in taking advantage of these resources. To date, the City has completed over 100 units, of which 95 percent are family units of two or more bedrooms, far exceeding the 70 percent minimum program requirement.

The Haverhill Rental Rehabilitation Program is staffed by the City's Community Development Department. John Nazaretian, Director, Sharon Ruocco, Program Manager, and Allan Brown, Senior Rehabilitation Specialist, have done a tremendous job in designing and carrying out a very successful program. The City has had an established, well known and accomplished housing program for a number of years, administered by an experienced and knowledgeable staff and with the full support of the City.

In initiating the program, the City coupled RRP with other Community Development Block Grant (CDBG) activities, including intensive code enforcement and street/sidewalk reconstruction in a concentrated target area. Only after the program was firmly established did Haverhill expand its target areas to other eligible sections of the City. Staff identified housing stock that was suitable for the RRP and they were able to use Section 8 rental subsidy benefits to help market it.

Another important factor in the success of the Haverhill program has been the role played by the media. Both local newspapers and a cable television station have cooperated fully in providing positive publicity.

Sumner Lederman, the Massachusetts Small Cities Program Rental Rehabilitation Specialist, has been working closely with the City staff providing monitoring and technical assistance. For more information on this program, contact David Lawson or Sumner Lederman at (617) 727-0494. ■

Revolving Loan Fund Training Planned

In early February, Secretary Anthony announced an award of $30,000 to the Town of Greenfield from the Small Cities Program Innovative Fund. The Town will use this grant to develop a training and technical assistance program for revolving loan fund operations. Greenfield had applied for the EOCD grant on behalf of several communities which will also participate in the training program—Taunton, Peabody, Montague, Colrain, Orange and Uxbridge.

Greenfield is now completing the curriculum for the program, which will be designed to improve the overall local management of communities which currently operate or are contemplating setting up a loan fund. The seven communities have developed this program to help evaluate loan applications, particularly in light of changes in state and federal regulations. Of particular concern for economic development financing programs are the need for communities to underwrite loans more carefully and the need for long-term management of the portfolio of loans once they have been made.

A curriculum will be designed to meet the individual needs of each community.

Topics to be covered by the program:

Part 1: Introduction to Financial Statements

Part 2: Specific Tools for Analysis and Diagnosis of Loans

Part 3: Fundamentals of EOCD and HUD regulations

Communities participating in the program will also receive on-site technical assistance to evaluate the management and operation of their revolving loan portfolios. Once the classroom work is completed, participants will receive computer software to help them underwrite loans. Communities will also receive technical assistance in evaluating the operation of their loan funds. Sessions will be video taped and made available for training in participating communities.

The training program will begin this spring either at EOCD or a central location, depending upon which communities actually participate. Classes will be held during the workday over a several week period at EOCD in order to keep costs down. Training materials developed over the course of the program will be made available for distribution. ■

Is the Risk Too Great?

This is the last in a series of articles on privately owned wastewater treatment facilities (PWTFs) and the Generic Environmental Impact Report (GEIR) which will be prepared on the use of this technology in residential subdivisions. The prior Impact articles covered the following: general issues raised by this improved technology to be covered in the GEIR; the results of an EOCD-funded build-out analysis of Hopkinton, comparing the development potential with PWTFs with conventional septic tanks; and land use and community character problems raised by utilizing Title 5 of the State Environmental Code as "defacto zoning." This final article will look at the problems confronted by developers when they attempt to utilize PWTFs in today's housing market.

Private wastewater treatment facilities are not "package treatment" plants, although that is what they are frequently called. In fact, package treatment plants are illegal in Massachusetts. A package treatment plant is preconstructed at the factory using the same design regardless of the site for which it is intended. On the other hand, PWTFs are currently allowed when a permit is issued by the Division of Environmental Quality Engineering (DEQE). A PWTF is individually designed to meet specific needs and is constructed on site. Until recently, the technology had been too costly for developers to employ in their residential projects. However, due to technological improvements and the strong real estate market which existed between 1985-1988, developers became interested in using the technology. What they found was a different set of problems.

DEQE requires that sewage be treated differently if the project produces more than 15,000 gallons of wastewater per day (GPD). Once that threshold is reached, the role of local boards of health is greatly curtailed; and DEQE review is required before a sewage treatment permit is issued. DEQE has issued permits for numerous projects and then monitored them for environmental compliance. Their records show that PWTFs have been an excellent treatment process, and in fact are superior to septic tanks in the treatment of nitrates found in all such discharges.

For the most part, there were few problems when developers limited PWTFs to multi-family and condominium projects. The problems arose when developers attempted to utilize PWTFs for single-family home subdivisions. Localities and environmentalists alike protested, challenging the effectiveness of the technology. This challenge was not limited to the use of PWTFs in subdivisions, but extended to PWTFs in general including the already proven treatment for condominium and multi-family projects. Currently, a bill is pending before the legislature to place a moratorium on all use of PWTFs until the GEIR is completed. EOCD does not support this all inclusive prohibition, since PWTFs have been operating safely for sometime now in Massachusetts and the GEIR is at least a year away from completion.

Developers point out that in the rush to address potential financial and legal problems associated with PWTFs, opponents have created major financial problems for the developer. Below are some of the issues which will be addressed in the GEIR and a list of problems and risks to the developer. This has all resulted in much less interest by developers in this environmentally superior treatment technology.

GEIR Issues Under Review:

- Concern about how a condominium or single-family homeowners association will afford to replace the treatment facility 20-30 years into its useful life.
- Concern about how these associations will know how to correctly oversee the day-to-day operation of the plant.
- Concern that if the plant fails mechanically or the development fails financially, the current taxpaying residents of the development will want the municipal government to assume financial and operational responsibility for the plant. It is unlikely that towns and cities can afford to do this, especially if there are several PWTFs operating in the municipality.
- Concern about who will bear financial responsibility if the plant malfunctions, causing environmental damage either on or off site. If it is the condominium or homeowners association, will they be able to afford it? What happens if they cannot?

Developer's Problems:

- It takes a very long time to process a permit for these facilities, even when there is not a "de facto" moratorium on them. Delays cost money for the developer.
- As mentioned, PWTFs are cost efficient in a hot real estate market; however, the market has cooled considerably. There is greater risk in using this expensive technology in a soft market.
- Developers are being required to post bonds which equal one year's operation plus entire facility replacement costs when useful life expires in 30 years.
- The owners association must be able to carry the cost of this bond *plus* the annual operating costs for the facility estimated to be $35,000-$40,000/yr. Can the units carry these costs and still be competitive in the real estate market?
- There is also a problem with "phasing" a development project. For example, if 100 condominiums were built in four phases in order to avoid speculative losses, the first 25 units would have to carry the entire cost of the treatment facility designed for 100 units. This is a heavy up-front cost.
- Will a facility designed for 100 units work efficiently with effluent from only 25 units?
- The ability to increase densities by using treatment facilities is resulting in landowners demanding higher prices for their land.
- Developers trying to build affordable housing must not only worry about how marketable a mixed-income project is, but whether buyers will agree to scaled association fees. It is doubtful low- and moderate-income buyers could afford monthly fees for plant operation, maintenance and replacement bond.

From the list above, one can easily see that PWTFs have not been a panacea for developers. PWTFs have created many opportunities to cluster projects, to protect open space and nearby wetlands, to improve upon nitrate removal, and

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Franklin Joins Main Street Program

The Town of Franklin, nestled close to the Rhode Island border, is experiencing many changes as a result of the completion of I-495. Franklin is located at the intersection of Routes 140 and I-495 and is the site of a well-planned, new industrial park which has brought with it the Town's second commuter rail station. Although Franklin has seen considerable growth in industry, the Town has witnessed the decline of economic activity in its downtown. The main street area has been characterized by a confusing traffic pattern, some vacant buildings and shops in need of maintenance. Such dramatic changes have moved interested parties to establish Downtown Franklin, Inc. to ensure that the downtown does not get left behind as other development activities occur. It is because of these characteristics that the Town of Franklin decided to apply to the Massachusetts Main Street Program for assistance.

With its population of 20,000 and its locus as home of Dean Junior College, Franklin has both the market and human resources to move the downtown effort forward. Dowtown Franklin, Inc. was able to raise $13,000 together with a municipal contribution of $6,537 to match the state's grant and to establish the program. Downtown Franklin, Inc. is a non-profit corporation. Downtown Manager David Cirillo in describing the role of the corporation stated, ''We are developing momentum. Change is inevitable. You can't stop it; and unless you make the necessary adjustments, you get left by the wayside.'' President Diane Glass summed up the corporation's view—''Our goal is not to compete with the malls. We want to concentrate on specialty shopping.''

Town of Franklin and Downtown Franklin, Inc. celebrate first facade improvement project using EOCD's Small Cities funds.

Over the last year, Downtown Franklin, Inc. put much time and attention into establishing the corporation's goals.

- Create a more vibrant retail area by attracting new businesses.
- Build cooperation and leadership within the business community.
- Create a positive image for the downtown through retail and service promotions.
- Enhance the downtown's appearance through facade improvements.
- Improve signage and provide benches and other pedestrian amenities by working with the municipal government.

Downtown Franklin, Inc. was established with an active board and is funded with significant contributions, primarily from the private sector. Further, the organization has incorporated all the major components of the Main Street approach: organization, design, promotion, and economic restructuring. And all these efforts are working.

Downtown Franklin, Inc.'s accomplishments over the past year have been considerable. The ten-week farmers' market was one of its biggest accomplishments, bringing many people downtown. Entertainment, food sales and prizes helped make the event popular and a financial success. The organization also oversaw the Christmas promotional. Coordinating joint advertising and a late closing on Fridays, and assuring more parking for shoppers in the downtown area have produced positive results for Franklin's downtown businesses.

Franklin is looking forward to the next two years of its participation in the Main Street Program. It plans to continue the activities initiated in the first year, and to begin some new ones. EOCD staff involved in providing technical assistance to Franklin throughout the first year have noted significant improvements as the Town has embraced the Main Street approach. EOCD's Main Street Program Director Lynn Bowness noted, ''We now look to our facade improvement grant from the Mass. Small Cities CDBG Program to provide important physical amenities as a way to round out EOCD assistance. We celebrate with the Town the important achievements of Downtown Franklin, Inc.'' ■

Risk *(cont. from page 6)*
to solve problems in older developed areas experiencing failing septic systems. However, these benefits accrue more to the community than to the developer. What are the developer's incentives if the profit margin is removed? The GEIR will need to address all these issues in order to give a complete analysis. Ironically, incentives may have to be given to developers before they will incur the risk to utilize this technology. ■

Pittsfield Plans Downtown Revitalization with URDG Advance

Pittsfield, in the heart of the Berkshires, is a city with a vital downtown area. Nevertheless, within its central business district there exists a pocket of deterioration that encompasses a mixture of land uses. In this area, buildings are abandoned and deteriorating, and vacant lots are strewn with litter and overgrown vegetation. In an effort to revitalize the area as a place to attract new businesses and residences, the City of Pittsfield applied to EOCD's Urban Revitalization Development Grant (URDG) Program for an advance of funds to help finance the preparation of the Capitol Theatre Urban Renewal Plan.

The proposed urban renewal area consists of a block containing several commercial buildings, including a theatre, three houses, a dirt parking lot and a vacant parochial school. The focus of the plan is the building that contains the former Capitol Theatre, a 1922 movie house which fronts on the central business district, and the St. Joseph's Grammar School, an 1899 red brick Romanesque revival building, vacant for over 10 years and owned by the Roman Catholic Diocese of Springfield.

The school building is in seriously deteriorated condition. The roof needs to be replaced and several large windows are missing. Although the building continues to degenerate from weather damage, it is structurally sound. Within the urban renewal area there are several established businesses, and adjacent to it are the YMCA, Pittsfield Boys' Club, Catholic Youth Center, and Notre Dame Church and Elementary School.

The estimated cost of preparing the development plan is $69,460. EOCD has advanced the City 75 percent of the cost of the plan, or $52,095; and the City has provided its 25 percent local share. Planning is estimated to take eight months and implementation could begin this spring or summer.

The keystone of the project will be the renovation of the front portion of the dilapidated movie house for residential, commercial or retail space, and the demolition of the auditorium at the rear of the building. Two houses on the same block containing a total of six apartments will be moved to a city-owned lot on North Pearl Street. In return, the land that the houses and auditorium now occupy will be the site of a 150-space parking garage. The proposed parking garage will do much to relieve traffic congestion on Melville Street, where several social centers are located, including the Catholic Youth Center, the Boys' Club and YMCA. The parking garage will benefit all these non-profit organizations.

The Catholic Diocese has signed an option with the Berkshire Fund to purchase the St. Joseph's Grammar School building. The Berkshire Fund is a non-profit corporation established to raise funds to support housing for low-income people in Berkshire County. EOCD's Housing Abandonment Program is awarding $18,500 to the Berkshire Fund for emergency repairs and to secure the abandoned school building. Future plans involve the gut rehabilitation of the building. The top three floors will be converted into 30 transitional housing units for pregnant and parenting teens. The basement will be rehabilitated into a day care center, meeting rooms, classrooms and lounges. The project will provide affordable housing to a very needy population in the Pittsfield area and is a very important part of the City's urban renewal plan.

The Urban Revitalization Development Grant Program provides financial assistance to municipalities to help in their efforts to revitalize distressed areas in their communities. EOCD welcomes Pittsfield's creative efforts to bring economic development to its central business district. If you would like information on the URDG Program, please contact Miryam Bobadilla at 727-7180. ■

Strategic Planning Prepares for New Round

Following the recent award of the remaining FY 1989 grant funds, the Strategic Planning Program developed and issued its FY 1990 Guidelines and Application booklet. Rounding out the latest awards were a grant to Danvers, Hadley and Spencer and grants to four communities participating in the Cape Cod Model Towns effort—Chatham, Eastham, Wellfleet and Sandwich. A total of 45 Strategic Planning grants totaling just over $970,000 were awarded this fiscal year.

As outlined in the guidelines, the Program intends to offer the same four categories of grants and award levels in 1990. In her cover letter announcing the new round, however, Secretary Anthony cautioned communities to be aware that continuation of the program will require legislative approval of sufficient revenues to fund the FY 1990 budget. Changes in the Program include the addition of multi-town training programs as an eligible activity under Mini grants, and further clarification of the eligible activities under Special Projects grants. Procedural clarification and revisions to the application process were also included.

Next year's funding is expected to be as competitive as it has been in prior years. Potential applicants are urged to take advantage of one of the three RFP orientation sessions offered on March 22, 28, and 30. Applicants are also urged to discuss their projects with Strategic Planning Program staff prior to submission. Completed applications are due at EOCD by Wednesday, May 10, 1989. ■

Strategic Planning Workshop Features Successful Affordable Housing Projects

Sue Noble of Manchester looks on as Mike Parquette describes Peabody's inclusionary zoning ordinance.

A recent affordable housing workshop, sponsored by the Strategic Planning Program, highlighted exemplary planning projects recently completed by municipalities participating in the Strategic Planning Program. Featured projects included the Town of Manchester's affordable housing plan, the City of Gardner's community land trust and the City of Peabody's inclusionary zoning program.

Paul Bockleman, Executive Secretary for the Town of Manchester, and Sue Noble, Selectman and Chairman of Manchester's Housing Partnership, presented the results of the Town's affordable housing project completed in June 1988. The planning project resulted in a housing needs analysis, the establishment of affordable housing strategies and procedural guidelines for developers. Ms. Noble pointed out that the success of their project was the result of many boards and citizens working together on an issue perceived by the Town's leaders as a priority. Mr. Bockleman noted that developing clear goals and objectives and completing a housing needs analysis helped keep the Town focused on potential strategies for creating affordable housing opportunities in Manchester.

Jerome Gauthier, Housing Planner for Gardner, presented the results of the City's Strategic Planning project which resulted in the establishment of a community land trust, affordable housing strategies and a site suitability survey of city-owned vacant land. The success of Gardner's community land trust was a direct result of the City's decision to keep the land trust "community based and community run." The land trust has resisted efforts to be incorporated by larger, regional land trusts and will remain a community land trust. In addition, the land trust, with assistance from the City, has begun work on its first affordable housing project.

Mike Parquette, Assistant Director for Community Development for the City of Peabody, discussed their recently completed inclusionary zoning ordinance and implementation program. Mr. Parquette pointed out that the City has had an inclusionary zoning policy for many years but was dependent on a developer's goodwill to adhere to the City policy. With the assistance of the Strategic Planning Program, however, the City was able to hire a consultant to complete a market study, land use analysis and legal review. The resulting inclusionary zoning ordinance is expected to be passed by the City Council in March.

The Strategic Planning Program is sponsoring a series of workshops on a variety of planning issues which allow Strategic Planning grantees to share information, ideas and strategies developed during their year-long planning process. Other workshop topics have included aquifer protection, the Water Management Act and growth techniques for transportation corridors. In addition, the program has a bibliography which lists reports, videos, zoning by-laws, etc., completed by Strategic Planning grantees and available to other communities. For more information, please contact the Strategic Planning Program at (617) 727-3197. ■

New Municipal Grant Cycles Begin

Program	RFP Distributed	RFP Due	Awards Announced
Strategic Planning	early March	May 10	July
Incentive Aid	February	May 26	August
Small Cities General Fund	June 15	early September	early November
Economic Development*	late May		
- Main Street		July - letter of interest	December
- EDSA		Open	As Approved
- Feasibility Studies		Open	As Approved

*Small Cities federally-funded Economic Development Programs

EOCD Participates in MMA Annual Meeting

EOCD booth at MMA Conference—Ali Makke, Chris Crowley, Jim Malone.

In January, the Massachusetts Municipal Association (MMA) held its tenth Annual Meeting at the Boston Marriott Hotel/Copley Place. Over 1,100 local officials from Massachusetts cities and towns, representing nearly all of the MMA's 350 member municipalities, attended the three-day event. Selectmen from 150 towns participated in the workshops and other events along with other local officials, staff from EOCD and various state agencies, and the general public. Approximately 120 exhibitors took part in the MMA's Trade Show for local officials.

EOCD Secretary Amy S. Anthony addressed the Saturday luncheon audience of several hundred persons on the need to establish housing partnerships between the state and local governments. Other key speakers included Governor Michael S. Dukakis, Lieutenant Governor Evelyn Murphy, broadcast journalist Marvin Kalb, and political consultant Michael Goldman. The MMA conducted a special hearing on the impact of Proposition 2½ after eight years that drew more than 250 local officials. How to deal with Proposition 2½ and local priorities for state government were the focus of this year's Annual Meeting.

EOCD's participation in this year's event included an exhibit booth and the sponsoring of four workshops. Once again, the EOCD display booth featured a large Massachusetts city and town hall pictorial display. The Trade Show provided an excellent opportunity for EOCD staff to meet local officials and discuss the wide range of programs and resources which are available through EOCD.

The workshops presented by EOCD included the following:

Chief Elected Officials and Local Planning: The Office of Local and Regional Planning sponsored this workshop which featured administrative officers and elected officials who have taken a leadership role in encouraging comprehensive planning efforts in their communities. Featured speakers included John Bullard, Mayor, City of New Bedford; Paul Bockelman, Executive Secretary, Town of Manchester; and Bernard Kubiak, Chairman of the Board of Selectmen, Town of Belchertown. The panelists discussed the role of chief elected and administrative officials in supporting land use and growth management plans and used recently completed Strategic Planning projects as case examples. Mayor Bullard pointed out that chief elected officials have an important role to play in setting agendas and priorities and bringing legitimacy to land use planning issues. Mr. Bockelman and Mr. Kubiak noted that administrators serve as coordinators for the development interests of the various departments and boards. In addition, administrators play an important role in the implementation of the plans and, therefore, should be involved throughout the planning process.

Techniques for Downtown Economic Development: This workshop was designed by the Massachusetts Main Street Program to acquaint communities with the opportunities available through this program. The Main Street Program was developed to help municipalities strengthen their local commercial economies and the vitality of downtown life by improving the health of their central business districts. The Main Street Program is administered by EOCD and provides a grant for a downtown manager and technical assistance. Workshop participants included the following: Michael Tierney, Assistant Secretary, EOCD; Norman Thidemann, Town Manager, Town of Greenfield; John Brennan, Jr., Mayor, City of Chelsea; and Michael D'Orlando, President, Hudson Business Association. The panel discussion focused on techniques local officials can use to improve the quality of their downtowns.

Municipal Leadership in Affordable Housing: The Massachusetts Housing Partnership sponsored this well-attended workshop which was designed to explore the newly emerging role of the chief elected local official in providing affordable housing. Topics included the following: organization and development of local housing partnerships, enlisting private sector support, the need for public education on affordable housing, and coordination of municipal activities related to development. The workshop included a presentation on affordable housing by Joseph Flatley, Director of the Massachusetts Housing Partnership. Workshop participants also discussed several successful local efforts to address the need for affordable housing through strong local leadership.

Partnerships in the Development of Public Housing: This workshop was developed by EOCD's Housing Division on working with local officials to develop public housing for the elderly, families, and special-needs individuals. The workshop focused on the need for public housing throughout Massachusetts and the role of local officials, working in concert with the state, in the production of public housing. The moderator of the workshop was Polly Welch, Deputy Assistant Secretary for Housing Production. Other EOCD staff members also contributed to the workshop presentation.

More than 30 workshops and seminars on topics ranging from special education costs to land use to recycling were presented at the Annual Meeting. Municipal officials were able to choose topics that met their cities' or towns' individual needs and problems. ■

Massachusetts Preservation Conference Set for May 12

Reserve Friday, May 12, 1989, to attend the Fourth Annual Massachusetts Preservation Conference in Lowell. Any New Englander interested in preservation, from beginner to expert, will find pertinent and helpful information at this event.

The conference is being co-sponsored by the Executive Office of Communities and Development, as well as many other local, statewide and regional preservation organizations throughout New England. The theme of this year's conference is "New Challenges for New England: Historic Preservation in the 1990's." It will provide a regional forum for the preservation community to discuss the challenges and opportunities presented by a changing and evolving New England.

The keynote address will be given by Senator Paul Tsongas, who played an integral part in the revitalization of Lowell through preservation. The morning panel will discuss "New Challenges for New England," concentrating on the effect on historic preservation of recent and projected changes in New England's economy and demographics. The afternoon workshops and tours will focus on a variety of themes, including economic incentives for preservation, affordable housing, heritage tourism, local advocacy, maritime preservation, and identifying and inventorying historic landscapes.

For more information on the 1989 Massachusetts Preservation Conference, call Sidney McLean, Historic Massachusetts, 45 School Street, Boston, MA 02108, (617) 723-3383. ■

Circuit Rider Retreat, Update

Recently, the Massachusetts Small Town Administrators Association held its second annual training retreat in Williamstown. The retreat was sponsored by the Incentive Aid Program and participation was limited to EOCD-funded administrative assistants and circuit riders. The retreat provides an opportunity for small town administrators to meet and discuss issues unique to small town government management. It also focuses on information sharing, management improvement techniques and workshops on issues of critical concern. This year's retreat dealt with such issues as small town approaches to hazardous waste, grant-writing skills, developing budget priorities, improving communication throughout town hall, and the future of EOCD's Circuit Rider Program.

Bob Curtis of the Massachusetts Municipal Association Consulting Group conducted a workshop on evaluating budget and capital improvement needs through a coordinated process. Attorney Leonard Kopelman of the law firm of Kopelman and Paige was the featured speaker at the Association's retreat. Mr. Kopelman spoke of the need for better legal assistance in small towns and proposed that a consortium of small towns join together to bid for legal services. A consortium would, he stated, be better able to acquire quality legal assistance at a lower per hour rate.

Frank Rhodes, President of the Small Town Administrators Association, spoke to the group about the future of the organization. With the expansion of the number of circuit riders in the last year and the Association's decision to allow single town administrative assistants to join, membership in the association has increased dramatically. Already, county branches of the Association have started up in Hampden, Hampshire and Franklin Counties. The county groups are smaller and thus can deal more effectively with regional issues and support services.

During the past year, eight new circuit rider consortia have been formed, representing 18 western Massachusetts small towns. The greatest activity has occurred in Berkshire County, where there had never been a circuit rider. Today, there are three circuit rider groups in Berkshire County—Becket and Hinsdale; West Stockbridge and Richmond; and Florida, Hancock and Savoy. Several other towns in Berkshire County have expressed interest in the Circuit Rider Program, and it is anticipated that there will be more consortia formed in the coming year. The other new circuit rider groups are New Salem and Bernardston; Ashfield, Plainfield, and the Ashfield Water District; Warwick and Wendell; Leverett and Shutesbury; and Charlemont, Heath, and Hawley.

There is continuing interest in the Circuit Rider Program throughout the Commonwealth, and the program remains one of the few ways that small communities can develop professional capacity in town hall. If you would like additional information on EOCD's Circuit Rider Program, please contact Chris Crowley of the Municipal Management staff at 727-3253. ■

Kathy Condon, Circuit Rider for Charlemont, Heath and Hawley; Bob Curtis, Mass. Municipal Association Consulting Group; Kathryn Martin, Administrative Assistant, Granville.

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EOCD Co-Sponsors APA "Excellence in Planning" Conference

Ongoing administration efforts to reduce spending within state agencies prompted the elimination of an annual conference by EOCD's Office of Local and Regional Planning. Through staff support and other non-financial means, however, EOCD will co-sponsor the spring conference of the New England Chapter of the American Planning Association (NECAPA).

The conference, "Excellence in Planning," will highlight the winners of NECAPA's 1989 New England Planning Awards. These awards will recognize examples of excellence in planning projects, programs and media coverage as well as distinguished leadership by professional planners, elected officials and citizens. The conference will also include an exhibit hall featuring resource tables from public agencies, consultant booths for planning firms, and an exposition of geographic information system (GIS) vendors.

Nomination requests were distributed by NECAPA, and EOCD encouraged community planners and officials to nominate worthy examples from the various award categories. The deadline for nominations was March 17, 1989. Winners will be notified in early April and asked to present their work at the conference on June 1, 1989, at the Royal Plaza in Marlborough. New England Planning Award winners will be nominated by the Chapter for national recognition. ■

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Michael S. Dukakis, Governor | Amy S. Anthony, Secretary | Richard T. Howe, Assistant Secretary, Municipal Division

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"Excellence in Planning" -- APA Annual Conference and Awards Competition

Excellence in planning, the theme of the annual conference of the New England Chapter of the American Planning Association (APA), provided a great opportunity to showcase the winners of this year's APA Awards Competition. Attended by 140 registrants, the June 1 conference was co-sponsored by the Executive Office of Communities and Development (EOCD) and the Executive Office of Environmental Affairs (EOEA). Assistant Secretary of EOCD Richard Howe and Under Secretary for EOEA James Gomes both addressed the role planning plays in their agencies and what their agencies are doing to promote planning as a "continual" responsibility in all governmental management activities.

In keeping with the conference theme, a wide variety of workshops was offered. These examples of innovative planning addressed problems being confronted throughout New England, and therefore could serve as models for others. Workshop titles included the following:

- GIS (Geographic Information System) Case Studies in the Public Sector
- Wickford Harbor Complex: A Guide for Future Harbor Management
- Chapter 774: Comprehensive Permit New Developments—Special Commission Report and Mediation Program
- Planning and Designing for Access
- Lyman School Redevelopment: Case Study in Affordable Housing and Community Participation
- Mass. GIS, an Update
- Rethinking the Relations Among Human Services, Land Use Regulations and Capital Improvements...or... There's Money Out There

APA Awards presented. (left to right) Tom Deller (Awards Chairman), Jim Clark (New England APA President), Kathy Bartolini (EOCD), Francesca Maltese (PVPC).

- From "Combat Zone" to Boston's Multifaceted Midtown Cultural District
- 50 Washington Square, Newport
- Boston Harbor and GIS
- Understanding Amherst's Phased Growth Bylaw
- Site Planning for Affordable Housing—Falmouth Strategic Planning Grant
- Row Coalition's Muddy River Restoration Project

The Awards Program, chaired by Tom Deller, Planning Director of Providence, R.I., followed this full day of workshops. He explained that "this year's competition was the most competitive ever, due to the large number of nominations received which indicates the growing significance these awards are playing in the field of planning."

EOCD was extremely proud to receive two awards. One of the two Distinguished Leadership Awards went to OLRP Director Kathy Bartolini. This award "recognizes a professional planner who has made noteworthy contributions to the field of planning over a sustained period of time."

EOCD also received an Honorable Mention for an "Outstanding Planning Program." *The Growth Management Workbook* was funded by EOCD and produced with the Pioneer Valley Planning Commission with help from Land Use, Inc. and the Center for Rural Massachusetts. ■

From the Desk of Amy Anthony

Dear Reader:

Generally, I use this space in *Impact* to announce a new program initiative or to congratulate a city or town on a successful or innovative grant award project. Today, in these difficult times, it seems more appropriate to let you know where we expect to be headed over the next year.

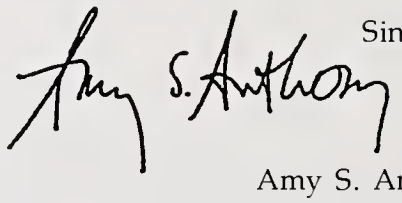
As you know, the state has been able to increase direct assistance to cities and towns from $1.7 billion to $3.1 billion, or 82 percent, since 1982. This investment has not only lowered the Massachusetts property tax burden from the nation's fourth highest to the 24th highest, but allowed most communities to be spared painful budget cuts. Although Governor Dukakis proposed an increase of $120 million in local aid for the next fiscal year, level funding (or perhaps even less) now appears more likely.

At the same time, it appears likely that two major EOCD grant programs serving municipalities, the Incentive Aid Program and the Strategic Planning Program, will be reduced. We regret that these two very successful programs will have to cut back on the scope of their grant activity. As a result, we will be rethinking our approach to working with cities and towns and hope to partially offset the loss of funding by increasing the direct technical assistance and training activities of our staff.

We are hoping that the Gateway Cities program will remain viable, although we are expecting less funding than in prior years. Those cities and towns participating in Gateways have been most responsive and creative in developing programs to serve newcomers; we are likely to call on you again to be as efficient as possible with a reduced allocation.

We've accomplished much together and EOCD is committed to maintaining an effective working relationship with cities and towns. I will be directing program managers to develop appropriate strategies to continue our endeavors together during this period of diminished resources.

Sincerely,



Amy S. Anthony

Youth 2000 Program Concluded

Fifteen communities from across the state were recognized for their youth services programs at the March 29 Massachusetts Youth 2000 conference. Over 100 local officials and human services advocates participated in the day-long seminar, which was held at Bentley College in Waltham.

The conference was sponsored by EOCD, the Governor's Office of Human Resources, the Massachusetts Municipal Association, the Town of Manchester, and Bentley College.

The conference was the culmination of Massachusetts Youth 2000, designed as a one-year pilot program to encourage towns, cities, and counties to improve the coordination and management of local youth services. Massachusetts Youth 2000 provided communities with the opportunity to develop innovative youth programs complementing Governor Dukakis's "Bringing Down the Barriers to Opportunity" initiative in the areas of school dropouts, drug and alcohol abuse, teen pregnancy, and illiteracy. ■

Sue Davenport, HHS, Carol Wolfe, EOCD Youth 2000 Coordinator, present commendations.

Staff Notes

In late April, **Matthew Ecker** left the Municipal Division's Massachusetts Small Cities Program where he was a Fiscal Monitor. Matt has relocated to Watertown, New York, where he is working for the State of New York's Housing and Community Renewal Assistance agency. Matt is now providing assistance to tenants of mobile home parks as part of a new program which includes legislative and mediation issues. We wish him well in this new endeavor. ■

Call 1-800-392-6445 for information and technical assistance on Division of Municipal Development Programs.

Housing Development Support Program Grant Announced

Recently, EOCD Secretary Amy Anthony announced an award of $297,132 to the City of Everett to assist with the revitalization of the 268-unit Corbett Hill family housing project. The grant, from federal funds, will allow the City to undertake extensive reconstruction of adjacent streets and sidewalks, in conjunction with the $2 million rehabilitation project funded through EOCD's Capital Planning and Modernization Program.

The Everett presentation, held in Speaker George Keverian's office, marked the first award from the Housing Development Support Program (HDSP), a recently instituted component of EOCD's Massachusetts Small Cities Program (MSCP). The HDSP (pronounced ''Heads-Up'') is one of several innovative uses of federal community development block grant funds by EOCD to meet the needs of Massachusetts cities and towns.

The HDSP provides funding to MSCP-eligible communities to assist with development and/or retention of affordable housing units for low- and moderate-income families, on a project-specific basis. While the Everett award was tied to a public housing development, the HDSP can also assist private housing efforts, both rental and homeownership. Eligible activities with HDSP funds include acquisition, site preparation, infrastructure improvements, architectural and engineering activities, removal of architectural barriers, relocation assistance, rehabilitation of structures, and in some cases, new construction. Communities may also request an administrative allotment as part of their application to cover the costs of project oversight.

All program applications must include (1) a specific plan which guarantees occupancy by, and affordability to, low- and moderate-income families for a minimum of five years; and (2) documentation of a ''gap'' in project financing for which HDSP assistance is being requested.

Eligible HDSP projects may receive $10,000 per affordable unit, up to a maximum of $300,000. Exceptions to the established per-unit maximums will be considered in proportion to extended affordability terms, increased low/moderate income benefit, or unique development costs.

In order to be as responsive as possible to community needs, EOCD has designed the program to include a continuous application process. Staff review and processing of applications takes 60-90 days from submission.

If you would like additional information on this new program, contact Scott Hebert or David Lawson of EOCD's Small Cities Program at (617) 727-0494. ■

HDSP award presented to Everett. (seated) Rep. George Keverian; (standing) Councilman Frank Parker Jr., David Lawson and Scott Hebert (EOCD Small Cities), Mayor John R. McCarthy, Senator Francis Doris, EOCD Secretary Amy Anthony, Housing Authority Executive Director George Robinson Jr.

Expanded Historic Commission Includes EOCD

Under legislation that became effective in December 1988, Secretary Amy S. Anthony is now a member of the Massachusetts Historic Commission (MHC). Secretary Anthony has designated James Malone, Deputy Assistant Secretary in the Municipal Division, to represent her at the MHC.

The 1988 amendment to MHC legislation expanded its membership from seven to twelve to provide a better balance between the interests of preservation and development, and to assure broader representation of the concerns of a larger constituency.

The MHC was established by the Legislature in 1963. Its mission is to identify, evaluate, and protect the important historic and archeological assets of the Commonwealth. As the state's official historic preservation agency, the Commission's mandate is to set statewide preservation policy, develop historic preservation planning, and provide technical as well as financial assistance and information. In addition to providing preservation planning and survey assistance, the MHC administers a federal grants-in-aid program for survey and planning projects and an innovative state-funded program known as the Massachusetts Preservation Projects Fund. Other programs the MHC administers include the following: preliminary review of buildings seeking certification to qualify for investment tax credits; assistance with and review of applications to the National Register of Historic Places and the State Register of Historic Places; and review of federal and state funded construction projects for impacts to historic resources.

Secretary Anthony sees her role on the MHC as one of advocating for the needs of affordable housing and balanced community development in the context of protecting the state's historic and archeological assets. ■

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MEPA Amendments Proposed

Governor Dukakis has introduced legislation which would provide local municipal boards with access to the powerful tools of the Massachusetts Environmental Protection Act (MEPA) to analyze the impacts of large projects in their communities.

The proposed legislation would amend MEPA in five ways. These changes address situations which have arisen over the past few years. The following briefly outlines four of the five amendments and the reasons for their proposal. The fifth amendment, which would allow MEPA review of projects which currently require only local permits, is discussed in greater detail.

The first amendment would prohibit the commencement of a project which requires filing an environmental notification form (ENF) until (1) the secretary of environmental affairs finds that no environmental impact report (EIR) will be required, or (2) 60 days have elapsed since the ''notice of availability'' of the final EIR. This amendment would prevent a developer from obtaining all local permits and constructing a building before applying for the state permit(s) which would trigger MEPA review. A major mall developer recently did just this. Despite the fact that construction had been completed, the mall was not allowed to open until MEPA conducted a full review because the state agency had not issued the necessary permit. The proposed amendment would prevent similar situations from arising.

The second amendment would clarify that the notice of availability for any MEPA report or action is its date of publication in the Environmental Monitor.

The third amendment would allow any agency, aggrieved person or ten Massachusetts citizens the right to seek judicial review of the secretary of environmental affairs' decision that an EIR is not required. This amendment responds to an earlier court decision stating that citizens have no right to judicial review of the secretary of environmental affairs' decision on whether an EIR is required. This amendment would be an expansion of a citizen's current right to contest the secretary of environmental affairs' decision that an EIR meets the requirements of the MEPA statute.

The fourth amendment would create civil penalties for MEPA violations. Authorizing the Attorney General to seek these penalties would increase the enforcement authority of the MEPA.

From the point of view of local government, the final amendment offers the most opportunity. It would allow communities, through their chief executive officers, to petition the secretary of environmental affairs to review certain projects not normally within the MEPA statute. Before proceeding, however, the secretary of environmental affairs must find that a locally permitted project has the potential to cause environmental damage which the MEPA process could mitigate or minimize. In addition, all local boards and officials must agree to be bound by the standards and procedures of the MEPA statute.

An important nuance of this proposed amendment should not be missed. Under the present statute, MEPA review of privately-funded projects must be limited to those aspects of the project requiring a state permit, e.g., curb cut or sewerage treatment facility. If, as proposed under this amendment, the state MEPA office accepts a local project through the ''local nomination'' process, the scope is broadened to include all issues over which that locality has jurisdiction. Thus, in some instances a project which might fall under state MEPA provisions for a limited review would receive a more comprehensive impact analysis.

This amendment responds to local requests for MEPA assistance on projects that may be significant within a community but require no state permits. For example, one small western Massachusetts town faces a potential residential development which would double the size of the local population. Another community discovered that large commercial developments are choosing to locate on local roads, away from the state-numbered roads which trigger MEPA jurisdiction. Since these projects do not require either state assistance or permits, MEPA has no jurisdiction; thus, local volunteer boards must review the entire projects on their own. Under the proposed amendment, the municipalities could petition MEPA to review these projects. If accepted, MEPA staff would develop a scope of study for the development and assist the local government in environmental review. At this point, all local permits relative to the project would be put on hold until the MEPA process is completed. Local boards would then be required to incorporate MEPA mitigation measures into the local permits.

Because of the potential for this amendment to unleash a flood of petitions for MEPA review, EOCD staff has met with MEPA staff to discuss its implementation. Approximately 600 ENFs are currently filed each year, 120 of which require full environmental reviews. Since MEPA staff is currently working at capacity, they anticipate assuming jurisdiction over only those local projects which may have the most environmentally negative effects.

EOCD also discussed the assistance it provides to municipalities for review of Chapter 40B Comprehensive Permit applications. Any community reviewing a Comprehensive Permit application for low- and moderate-income housing is eligible to receive an EOCD Municipal Assistance Program grant. These grants have funded technical assistance for activities such as engineering and financial pro forma review of these permit applications. This has significantly improved the technical review capacity of cities and towns in a manner similar to that sought by giving communities the opportunity to petition MEPA for review.

Secretary Anthony has worked closely with the Governor, EOEA Secretary John DeVillars, and other administration officials to ensure smooth implementation of the bill if enacted. However, she has stressed that these amendments would not be a substitute for good local zoning which corresponds to a community developed plan directing growth to those areas which can absorb it. She strongly encourages municipalities not to expect MEPA to compensate for poor local planning. In the interim, as communities develop local plans and amend their zoning by-laws to reflect these plans, the MEPA amendments would provide professional assistance in reviewing environmental impacts of major developments. ■

Regionalism: The Challenge and the Opportunity

The third annual professional development conference for regional planning agency staff was held on May 19 at the Central New England College Conference Center in Westboro. A large audience was on hand to hear keynote speakers EOCD Secretary Amy S. Anthony and Stephen Keefe, President of the Metropolitan Council of the Twin Cities Area (Minneapolis, St. Paul). Funding for the event was provided through a Strategic Planning mini-grant.

Secretary Anthony welcomed the conferees and reiterated her increasing support for regional solutions to growth and land use management problems. When questioned about the possibility of state funding for regional planning agencies in FY 90, she acknowledged that despite her strong support, she held out little hope that new items would be added to the budget. She went on to explain that "existing line items such as Incentive Aid and Strategic Planning were being drastically reduced at a time when planning is needed more than ever to achieve cost efficiencies and to institute innovative techniques."

Steve Keefe gave an interesting presentation that creatively tied Massachusetts colonial history to today's battle for local home rule versus regional cooperation. He reminded the audience that before we had the U.S Constitution, we had the Articles of Confederation because the independent colonies did not want to lose their new found independence from one another. Eventually, the need for

Steve Keefe, President of Metropolitan Council of Twin Cities Area (Minneapolis, St. Paul), addresses RPA Annual Conference.

cooperation outweighed the risks. In the Minneapolis/St. Paul area, the catalyst for regionalism was the need to extend sewers to the suburbs and the issue of who would pay what portion for that extension.

Workshops were held throughout the day on the five major themes that the Massachusetts Association for Regional Planning Agencies (MARPA) has set as priorities for strengthening RPAs and helping local members. These priorities include growth management technical assistance; a Geographic Information System at the regional level; a regional data clearinghouse; regional housing planning; and regional impact review systems. Twenty-three panelists and moderators brought a wide range of experience, perspective and geographic balance to the program.

MARPA also released a report to all registrants entitled *Regionalism: The Challenge and Opportunity for Massachusetts*. The report gives a brief history of RPAs in Massachusetts, a summary of recent accomplishments, an analysis of problems confronted by regional agencies and specific recommendations on how RPAs can be utilized more effectively. Recommendations included such items as:

- mandated regional development/growth management plans;
- regional entities ensuring that local development plans are consistent with both state and regional goals and objectives;
- review, analysis and approval of all developments of regional impact by the regional planning agency; and
- annual state commitment of $1 per capita for regional planning. ■

Conference on Downtowns Planned

EOCD's Massachusetts Main Street Center and the communities participating in the program are studying alternative methods to finance downtown development projects. New methods are being sought to finance downtown management capacity and programs. EOCD and the Main Street communities will be cooperatively sponsoring a conference in the fall to explore the variety of financing mechanisms for downtown projects being used throughout the country.

Downtown development projects frequently rely on the availability of local, state, or federal funding programs to fill in the "gap" to make the project work. With funding at the state and federal levels diminishing, projects are being deferred and opportunities lost. Other states have addressed this problem by either developing alternative funding processes or by targeting their existing programs. Many states have added a number of useful mechanisms to encourage downtown revitalization which will be explored at the conference.

One of the shortcomings in downtown revitalization has been the ability to establish and maintain the professional management capacity necessary to oversee the day-to-day operation of local programs. Many communities are unable to maintain clean streets and replace broken light fixtures, let alone undertake basic market analyses, develop business recruitment programs, or conduct promotional events.

Several of the mechanisms used in other states could provide alternative development financing as well as management and program financing tools for Massachusetts cities and towns. The downtown conference will cover such mechanisms as Tax Increment Financing, Assessment Districts, Enterprise Zones, Downtown Special Taxation Districts, Business Improvement Districts and Impact Fees. These initiatives will be evaluated in terms of their respective benefits and costs to Massachusetts municipalities.

A handbook containing strategies for implementing these programs will be prepared for the conference by the National Main Street Center.

Details on the conference agenda and logistics will be finalized over the course of the summer. If your community is interested in participating, please contact Lynn Bowness, Director of the Massachusetts Main Street Program at (617) 727-7180. ■

"We're Going to Town on Chelsea"

Chelsea, a City of 26,000 population on two square miles of land, lies on the banks of the Mystic River in the shadow of the Boston skyline. Surrounded on three sides by water, the City was an active shipbuilding and maritime industrial center throughout the 19th Century.

Much of downtown Chelsea was rebuilt in brick, turn-of-the-century architectural styles following a devastating fire in 1908. Its one- to four-story buildings combine retail, office and residential uses. Until the mid-1960s, the downtown served not only the needs of Chelsea but drew patrons from the surrounding communities. Changes in the economy and consumer trends, coupled with demographic change, led to a decline in the traditional downtown retail sector serving the community. In 1978, more than $3,000,000 in landscaping and public improvements revived the appearance of the downtown, but had little impact on the deeper issues affecting the downtown economy. The City's declining manufacturing employment and tax base led to reductions in services and resources available from the City. The large influx of new immigrants in recent years changed the dynamics of the downtown marketplace. These changes along with factors more commonly affecting downtown areas and retail businesses led City officials and business leaders to seek financial and technical assistance from the EOCD Main Street Program.

In 1988, Chelsea retailers, property owners, professionals and residents formed Chelsea Main Street, Inc., a non-profit corporation dedicated to the revitalization of downtown. Recognizing the importance of a strong and vital downtown to the image and economic health of the City, Chelsea Main Street, Inc. is taking a comprehensive approach to improving the downtown economy. Its efforts are focused on organization, assistance to small business and property owners, business recruitment, promotion and design. This approach, developed by the National Main Street Center, has been successfully utilized by other cities in Massachusetts through the EOCD Main Street Program.

This past year has been a busy one for Chelsea Main Street, Inc. Following

Chelsea Main Street, Inc. members present downtown promotional logo, "We're Going to Town on Chelsea."

Chelsea's acceptance into the EOCD Main Street Program, a Board of Directors was established, by-laws were developed and Chelsea Main Street became incorporated as a Massachusetts non-profit corporation. Jay Eberle was hired as a full-time Executive Director to work with the organization's standing committees to implement its goals and objectives for the year. A work program was developed through a series of strategic planning sessions, and a National Main Street Center Resource Team made recommendations to the organization based upon meetings and interviews with a diverse cross-section of the Chelsea community and an on-site evaluation of the downtown. Public meetings were held to solicit input from the business community and inform the public of the organization's activities.

During its first year, the organization raised nearly $15,000 in private monies from the business community to help support its program and activities. The City, through the Mayor's Office of Community Development, provided an additional $5,000 to help match EOCD grants.

According to Jay Eberle, "Rebuilding the downtown's economic vitality and establishing a direction for economic growth is central to the mission of Chelsea Main Street, Inc. The factors influencing the success of downtown businesses are varied and complex." During 1988, the Business Assistance and Recruitment Committees undertook activities to identify and address conditions inhibiting the economic climate of the downtown marketplace. Business and property owners were surveyed to develop a profile of the downtown, further identifying issues affecting businesses, and establishing a clearinghouse for sources of financial and technical assistance.

During 1989, the committees are expanding upon these activities. The organization is establishing a low-interest loan program, initially capitalized at $100,000, and hopes to develop a minority business assistance program for this fastest growing sector of the downtown business community. The committees are also working with City officials to identify and overcome barriers that inhibit economic activity and to foster an understanding of the importance to the City of appropriate development in the downtown. This involves ongoing communication with the Mayor, the Community Development Director, the Building Department, the Appeals Board, the Planning Commission and the Traffic Commission, as well as the Board of Aldermen.

Promotional activities were also undertaken to create a positive image for the downtown in order to attract customers and investors and rekindle community pride in the heart of the City. During 1988, the organization focused its efforts on strengthening traditional downtown events such as the summer Sidewalk Sale and the Holiday Lighting Program, and on providing opportunities for Chelsea resi-

dents and businesses to participate in downtown activities. The 1st Annual Safe Halloween Parade and Party was initiated with the assistance of Mayor and Mrs. John J. Brennan, Jr. and the Chelsea Chamber of Commerce.

"The purpose of the parade and party was to provide a safe alternative to door-to-door 'trick-or-treating' and to involve the community in a festive downtown event," commented the Mayor. The parade and party were held on Halloween Day and brought together over 600 Chelsea children and their parents in a safe and enjoyable evening event in the downtown.

A logo and promotional campaign based on the slogan "We're Going to Town on Chelsea" is currently being used on a window sticker, available to all downtown businesses, and on stationery, business cards and promotional materials.

The improvement of downtown parking conditions has been a major undertaking of the organization. The Parking and Traffic Committee completed its Parking Action Plan and received the endorsement of the Mayor, the Board of Aldermen, the Chief of Police and local merchants. Implementation of the plan began with a public-private agreement to provide attendant parking and private management for a key downtown parking lot. Other actions aimed at increasing the availability of secure, off-street parking for downtown workers and freeing up on-street parking spaces for shoppers are currently being undertaken.

"In order to carry out its mission and successfully achieve its goals, Chelsea Main Street, Inc. must bring together diverse groups of people to work effectively and help focus resources in the downtown area. Building an organization representative of Chelsea's diverse population is essential to Chelsea Main Street's success," stated Eberle.

"During 1989, Chelsea Main Street, Inc. continues to be a nuts and bolts, action-oriented organization which focuses on careful planning and obtaining results. The challenges faced in downtown revitalization require the long-term commitment of the entire community. 1989 marks the 250th Anniversary of Chelsea's incorporation; 'We're Going to Town on Chelsea' and we invite you to join us." ■

MSCP General Fund Emphasizes Appropriate Social Services Role

When asked for their first impression when hearing the term "community development," most people's answer inevitably involves a "bricks and mortar" activity. And in the experience of the Massachusetts Small Cities Program (MSCP) this is an appropriate response. EOCD's Small Cities Community Development Block Grant (CDBG) Program, perhaps the Commonwealth's most significant source of community development assistance to cities and towns, primarily funds physical improvement projects.

However, the federal Community Development Block Grant regulations which govern the Small Cities Program allow up to 15 percent of any grant to a community to be used for public or social services activities. In light of this, and as a result of Governor Dukakis' initiative to "remove barriers to opportunity," the Small Cities Program has actively encouraged MSCP General Fund applicants to give full consideration to the appropriate role that social services can play in a municipality's comprehensive community development or neighborhood revitalization strategy.

The Small Cities Program's commitment to the funding of appropriate social services is probably best exemplified by the assistance it has provided to day care development efforts over the past few years. For example, the Town of Norton received funding for a day care planner's position to help establish information and referral services for families seeking day care, and to encourage the formation of employer, center and family day care options. The City of Chelsea has received operating funds through the MSCP for the past four years for a variety of local day care programs, including bilingual day care. Grants to Huntington and Chesterfield for the past two years have helped to create the Family Day Care Network. Funds are used to subsidize the rates paid to family day care providers to make this a more attractive employment option for lower income individuals, while keeping day care affordable for families.

MSCP monies were also used for the construction of a day care center in Belchertown, and in the case of Greenfield, to acquire a site for a day care center. These particular examples are noteworthy because they can be characterized as "neighborhood facilities" serving low- and moderate-income families. Such facilities did not need to stay within the 15 percent ceiling for social services.

Day care is only one of the social services recently funded by the MSCP General Fund. In the last round of the General Fund, for example, a number of communities received monies to provide teenage pregnancy prevention and counseling services. The City of Taunton was awarded $50,000 to supplement its EOCD Gateway Cities Program funding for services aimed at recent immigrants to that community. The Town of Shirley hired a social services advocate to thoroughly analyze the needs of the community's lower income and fixed income population and to mobilize the resources to meet these needs. The Town of Greenfield is utilizing $80,000 of its FY'88 MSCP award to fund a collection of local, nonprofit social services organizations dealing with literacy programs, substance abuse counseling, advocacy for veterans, feeding programs, and services to meet the needs of battered women and the homeless.

According to Scott Hebert, MSCP Director, ."These efforts are not only addressing important needs in these communities, but also helped to make their General Fund applications more interesting, and therefore more competitive. We hope to see many more cities and towns carefully examining their public and social services needs, and the role that the General Fund can play relative to them, in future rounds of funding." ■

GEIR Officially Underway

A major milestone in the completion of a comprehensive state study of the use of privately-owned wastewater treatment facilities in residential subdivisions was reached this spring. Following an extensive recruitment process, ICF, Incorporated has been announced as the lead consulting firm to conduct the Generic Environmental Impact Report (GEIR). The GEIR is a critical element in the overall review of this technology which will focus on its technological, legal, institutional, and land use implications.

The four previous issues of IMPACT included a series of articles on private wastewater treatment plants and their impacts on the private housing market in Massachusetts. They can be referred to for additional background on this subject and the state's role to date.

A request for proposals (RFP) to undertake the GEIR was issued in early March and following a bidders conference, responses were due on April 10. Due to the diversity of issues involved in the study, consultants opted to come in as teams to cover adequately the wide range of concerns raised in the RFP. Twenty different firms united to form five consultant team proposals.

After an in-depth review of the proposals submitted, three teams were selected for interviews. The multi-agency Steering Committee represented by Elizabeth Kline (Environmental Affairs), Richard Lehan and Bryant Firmin (DEQE), Rebecca Calahan (Governor's Office), Howard Wensley (Public Health), Nelda Hoxie (Town of Hopkinton), and Kathy Bartolini (EOCD) conducted the interviews. They were assisted by the following citizens advisory committee members: Gwen Hallsmith (Mass. Association of Regional Planning Agencies), Marcia Benes (Mass. Association of Health Boards) and Don Hickman (Mass. Audubon Society).

The subcontractors who will be working with ICF, Inc. are:

legal - Pickett and Miyares

land use - Horsley, Witten, Hegemann, Inc.

engineering - Alliance Technologies Corp., WCH Industries, Inc.

As described in their proposal, it will take 14 months to complete the study at a cost of nearly $150,000. ICF has made a commitment to develop the GEIR in a public policy format which will enable the agencies involved to follow up quickly in implementing regulations and/or new or amended legislation relative to these treatment facilities.

If you need further information on this GEIR project, call Martin Pillsbury at the Metropolitan Area Planning Council at (617) 451-2770. The MAPC is serving as the administrative agent for the State Steering Committee. ■

User Fee Workshop Well Attended

The culmination of an Incentive Aid grant to the Town of Watertown was a workshop on Saturday, April 29, on the use of local fees attended by an audience of municipal officials, both elected and appointed. Assistant Secretary Richard Howe of EOCD's Municipal Development Division welcomed the 86 representatives of Massachusetts cities and towns to the workshop. Howe explained EOCD's role in the process and its award of an Incentive Aid grant to complete a survey, compile a compendium of user fees and sponsor the workshop. Watertown Town Manager Rodney Irwin apprised the workshop group of the concept of the Town's grant application to undertake a fee survey.

Constrained by the limitations of Proposition 2½, voter resistance to increased taxes, and a reduction in federal assistance, local governments in Massachusetts are exploring alternative funding sources. By increasing existing fees and implementing new fees, municipalities are discovering a funding source that is efficient, fair and often preferred over local taxes by residents.

The Incentive Aid-funded project began in the summer of 1988 when a questionnaire on existing user fees was sent to the 351 municipalities in Massachusetts. There were 183 responses to the 12-page survey, the results of which are contained in the *Compendium of User Fees*. Under the grant, the survey was compiled by the Massachusetts Municipal Association (MMA) with grant management assistance from Christopher Crowley, a Senior Municipal Management Officer of the Incentive Aid Program, and Charles Cristello, Assistant to the Town Manager, serving as Watertown's manager of the project.

Of those present at the workshop, 38 were elected officials and 48 appointed. The attendees were from both large and small communities and covered the state from Boston to Mount Washington, thus representing widely diverse geographic location, size, population and fiscal viability.

Use of User Fees -- the advantages and disadvantages; services for which to charge; and pricing and legal authorization were the topics of a discussion by Michael Smith of the MMA Consulting Group. He outlined for those present the necessity of evaluating the direct as well as indirect cost of services including salaries for managing the service, support services, employee benefits, utilities and capital costs.

By carefully choosing those services in demand by indentifiable constituents, the cost of the service (or user fee) is not placed on the entire population as it is through property taxation. Advantages such as flexibility of revenue base and property tax relief were also discussed. Implementation of a fee schedule should include the development of a workplan, participation by the staff of affected departments and the provision of factual information to the citizens.

Two community representatives, Anthony J. Torrisi, Andover Director of Finance and Budget, and Richard Bonofiglio, Worcester City Councilor and Chairman of the City's Fees and Charges Subcommittee, demonstrated their success in implementing and revising user fees. In the case of Worcester, the subcommittee appointed by the Mayor investigated and evaluated 34 separate entities including the city hospital, nursing home, golf course and cemetery for possible sources of new or increased fees. Under review for a possible change, for example, is the fee for the Conservation Commission's Notice of Intent process. Although three or four departments are involved in the site review, the fee was only $25.

As a result of the review, the committee is recommending an increase in this and other fees.

An overview of impact fees and the status of relevant legislation was presented by Daniel J. Fortier of the Metropolitan Area Planning Commission, and a case study of the legal aspects of the use of impact fees for the City of Gloucester was described by Michael Smith. It was emphasized that there should not be confusion between user fees and impact fees. Mr. Fortier explained that there is legislation pending to authorize the use of impact fees which he described as "exactions or charges on developments to offset the burden on municipal facilities that such development generates."

A copy of the *Compendium on User Fees* has been sent to every city and town in Massachusetts. The publication concentrates on user fees (fees assessed for goods and services that a governmental body provides such as recreation and refuse collection), regulatory charges (fees paid to conduct or regulate a specific activity or occupation such as inspections, false alarms, alcohol and beverage licenses, zoning fees, and building permits) and fines (fees assessed for violation of local requirements).

Since the mid-1970s, revenue from local government fees has more than tripled nationwide, growing from $30 billion in 1976 to $98 billion in 1987. Growth has outpaced local tax receipts: local governments raised 45 cents for every dollar in taxes in 1976, and 61 cents for every dollar in 1987. Although Massachusetts municipalities rely on user fees less than the average state, this use has also increased dramatically from the mid-1970s to the mid-1980s. User charges per dollar of local taxes were 11 cents in 1972 and 24 cents in 1985.

Given the restrictions of Proposition 2½, many local governments in Massachusetts are now depending more heavily on user fees. The results of this project provide a valuable tool for cities and towns to initiate user fees as a means of limiting property taxes.

For more information on the subject, please contact Christopher Crowley at (617) 727-3253. ■

Growth Commission Still Hard at Work

The Special Legislative Commission on Growth and Change has maintained its busy pace. Having concluded ten public hearings in February, the Commission met in March to discuss the results and how to proceed. The Commission decided to establish two subcommittees—one on local planning issues and one on regional cooperation.

The Local Subcommittee was charged with formulating recommendations concerning necessary amendments to the Zoning statute including special permits and grandfathering; the Subdivision Control Law including "Approval Not Required plans" (ANR) and mandatory cluster zoning; impact and review fees; and the need for a local comprehensive plan as a prerequisite for these planning tools.

Growth Commission Members (left to right) Sen. Carol Amick, Rep. Carmen Buell, Ben Chintz (Director of Research—Lincoln Institute of Land Policy), Rep. Cecile Hicks.

The Regional Subcommittee was charged with investigating and formulating recommendations on how to encourage or perhaps formalize interlocal cooperation relative to environmental protection, economic development, infrastructure, facility siting, conflict mediation and large-scale development impact reviews.

Both subcommittees met frequently to reach consensus on these issues and, more importantly, on the process needed to institute and maintain these growth management changes. Attendance at these voluntary meetings was both strong (20-50 attendees) and diverse. Representative Carmen Buell, co-chairman of the Special Legislative Commission, chaired the Local Subcommittee; and Senator Carol Amick, the other co-chairman, presided over the Regional Subcommittee. Both groups reported to the full Commission on May 24.

The May 24th session had a full agenda including submission of the edited redraft of the state's growth management values, goals and objectives; a consensus report from the Local Subcommittee; a proposal on the mandatory components of a local comprehensive plan; and a discussion of the incentives needed to encourage local government to participate in this statewide planning effort.

To understand better the issues being discussed, listed below are consensus items from each subcommittee. Although each group has many more items, this indicates the tone and direction of the Commission.

Local Subcommittee

- Local planning is needed in every municipality.
- Local plans should have the force of law.
- Zoning to be valid must implement a plan.
- Incentives such as grants, impact fees and state compliance with approved local plans will be used to encourage municipalities to develop a comprehensive plan.

Regional Subcommittee

- A regional entity should review and approve local plans.
- Municipalities should form their own regional entities, primarily along the RPA district lines, and agree upon a regional charter (duties and powers).
- Through their regional organizations, municipalities should be allowed to review development projects that would have a regional impact.

The Commission plans to have draft legislation ready for another series of public meetings in September and to file its report, which should include a comprehensive Growth Management Act, by this December. ■

Gateway Cities Supports New Bedford Service Providers

United Way's Peer Leadership Program at Dennison Memorial Center is funded through Gateway Cities.

"EOCD's Gateway Cities funding has been invaluable to the City of New Bedford, particularly in assisting local non-profit providers in developing multilingual and networking capabilities," said Gloria J. Clark, Gateway Cities Coordinator and Assistant to the Mayor. The City of New Bedford has used its Gateways allocation to supplement services or obtain bilingual counselors for 17 community-based providers, coordinated through the Mayor's Office of Human Services. The ethnic newcomer populations being served are primarily Portuguese, Hispanic and Cape Verdean.

The City was fortunate to obtain the services of a translator fluent in four languages to assist the overall Gateway Cities program. The translator, Noemia Williams, is also compiling a detailed survey of the Hispanic population of the City to plan better for the future needs of this expanding segment of the population. Working together, the non-profit providers and the City of New Bedford have distributed flyers, bulletins and information regarding available services to its newcomer population.

The City of New Bedford has funded many diverse and essential projects with its Gateway Cities grant award.

- In funding the services of a Portuguese-speaking counselor, the Association for Retarded Citizens achieved a long-desired goal of reaching Portuguese families who have children with a disability. With the assistance of this counselor, Addie Perry (herself the parent of a child with Down's Syndrome), 45 families in need of assistance were identified. Fourteen of these families are now members of the Association for Retarded Citizens Family Support Group which was initiated with the help of another local advocacy and referral organization, the Immigrants Assistance Center.

- In a joint effort, the Educational Opportunity Center (EOC), the Southeastern Massachusetts Area Health Education Center (AHEC), and the New Bedford School Department provided lists of high school students whose primary language is not English. The Gateway Cities Advisory Council, comprised of volunteers from the community, then awarded scholarships to 47 Vietnamese, Polish, Cape Verdean, Portuguese and Hispanic students. EOC and AHEC have also hired bilingual counselors with Gateway monies and continue to provide information on continuing education opportunities, career choices, colleges, and financial aid to minority and bilingual junior high and high school students.

- The United Way of Greater New Bedford, working with Dennison Memorial Community Center and the New Bedford Boys Club, has developed a Peer Leadership Program for teens aged 14 to 18. This program is designed to help newcomer teens develop leadership skills and to motivate them as they face the problems of today's youth.

- The New Bedford YWCA has a similar peer program primarily for young Cape Verdean girls.

- The Pregnant and Parenting Teen Outreach Program of the New Bedford School Department has proven to be a statewide model. The outreach worker funded by Gateway Cities serves as a family mediator and provides direct assistance to Portuguese and Hispanic teens. In addition to emphasizing continuing education, this program teaches living skills and seeks job training and employment opportunities for its clients.

- The Immigrants Assistance Center and the El Centro Hispano have hired bilingual counselors to help clients in the areas of housing, public benefits and assistance, employment training, legal and health services and naturalization assistance. These two organizations specialize in referral, translation and advocacy services. They have provided the sites and translation and information services for a flu vaccine program at El Centro Hispano and for hypertension screening at the Immigrants Assistance Center.

- The Parent-Child Center of the Interchurch Council and Community Mediation have used their funding to obtain bilingual assistance to deal with family problems of the immigrant and minority population.

- A small Gateways grant was provided to La Voz Latina, which produces a cable television program on local issues affecting the Hispanic community.

- The Gateway Cities-funded Cape Verdean Documentation and Computerization project is identifying this population and documenting its immigration experiences.

- The Community Housing Resource Board has obtained translations of flyers on affordable housing and

legal rights for distribution to the City's newcomers.

- Gateway Cities funding has supplemented the efforts of the New Bedford Women's Center in providing medical education and care for Cape Verdean (Cruillo) and Portuguese women and teens through advocacy, information and immunization.
- In the areas of substance abuse and AIDS prevention, Gateways funding was provided to the New Bedford Area Center for Human Services and to Positive Action Against Chemical Addiction. Both were asked to develop outreach capabilities to the Hispanic and Portuguese communities. The ability to reach those involved in the drug culture on a direct and one-to-one basis has been invaluable. Many have taken advantage of treatment facilities recommended by these outreach counselors.

In addition to the much needed services which have been provided, one of the primary achievements of the Gateway Cities program has been the ongoing contact and networking among the provider groups serving the newcomer population of New Bedford. Cooperation and a better understanding of the capabilities of each organization has also increased.

"We expect 2,500 City residents to benefit from these services. Next year, however, is another story. The way it looks now, we'll be lucky to serve 1,200," said John K. Bullard, Mayor of New Bedford and Chairman of the Gateway Cities Statewide Advisory Council. ■

Local Affairs Committee Considers Bills Affecting Local Zoning

During the current legislative session, the Joint Committee on Local Affairs is considering over 75 bills which would impact local zoning. Many of these bills address the same issue. In order to simplify the process, the committee has grouped together similar bills to address the issues of vested rights, review fees, impact fees, planning board associate memberships and group homes. The following is a brief discussion of bills before the committee devoted to each of these issues.

Vested rights, or grandfathering, refers to the protection from zoning changes given a developer who submits a subdivision plan or Approval Not Required (ANR) plan prior to a vote by Town Meeting or City Council to change local zoning. Currently, ANR plans are protected for three years and subdivision plans are protected for eight years. Bills pending before the Local Affairs Committee include a variety of changes such as eliminating all ANR and preliminary plan protection and reducing the protection period for definitive plans to either three or five years. A decision on bills addressing vested rights has been postponed until September 15.

Impact fees are imposed by a municipality upon development to pay the proportionate, fair share of the public facilities needed to serve the new development. Impact fees have been utilized in other parts of the country to pay for water, sewer and traffic improvements, schools, libraries and other municipal services. Bills pending before the Local Affairs Committee would create enabling legislation that would allow a local government the option to adopt an impact fee system based on a local comprehensive plan. The bills set varying minimums for development size before fees could be charged and propose different potential uses of the fees. A decision on impact fee bills has also been extended until September 15.

Review fees are fees imposed by the special permit granting authority in a city or town for the purpose of reviewing development plans which may include hiring outside consultants. H3843 defines the procedure by which the special permit granting authority may set and collect review fees and gives the special permit granting authority the power to expend the fees without further appropriation. H3843 also authorizes review fees to be imposed by the planning board when operating under the Subdivision Control Act, and by the zoning board of appeals while operating under Chapter 40B when considering comprehensive permits for low- and moderate-income housing and while carrying out its duties pursuant to the Zoning Act. House Bill 3843 has been favorably reported out of committee with other review fee bills attached.

Several bills were submitted to the Local Affairs Committee which address the issue of *associate or alternate members* to a local planning board. Problems arise when the development review process is interrupted by the loss of a quorum due to conflict of interest or temporary loss of a member. Bills before the committee address this issue by allowing an alternate to serve temporarily as a full planning board member when a member is unable to fulfill his or her duties relative to a particular application. Decisions on these bills have been extended until June.

The Local Affairs Committee also received a number of bills which address the issue of *group homes*. The bills seek to exempt group home rehabilitation facilities from the definition of educational use and to provide local governments with maximum zoning flexibility to provide community residential facilities. The deadline for action on all of the bills addressing group homes, with the exception of Senate Bill 1038, has been extended to October. Senate Bill 1038 has been reported out favorably. This bill prohibits restrictions against the location of community residences for disabled persons.

In addition to these broad issue areas, the Local Affairs Committee has considered a number of other bills which address a variety of zoning issues. Reported out favorably was S1036, which adds accessory apartments (as defined by S1036) to the definition of low- or moderate-income housing as found in Chapter 40B, the Comprehensive Permit statute. This would allow accessory apartments to be counted toward a community's 10 percent affordable housing goal. Other bills receiving favorable consideration include S1031, S1039, S1072, H816 and H821. These bills clarify language and correct inconsistencies in the Zoning and Subdivision Laws.

For more information about these and other bills pending before the Joint Legislative Committee on Local Affairs, contact the Local Affairs Committee or your legislator. ■

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100 Cambridge Street
Boston, Massachusetts 02202

EOCD Funds Municipal Management Institute Expansion

In 1987 the first Municipal Management Institute was begun at Middlesex Community College with funding from the EOCD's Incentive Aid Program, through a grant to the Town of Wilmington. The Institute offers courses on topics which address the needs of elected and appointed municipal and school officials and employees at a reduced cost for registrations. The topics are selected by an advisory committee comprised of local officials following a needs and interest survey of area communities.

This past year, EOCD expanded the program to include six additional educational institutions. Course offerings vary from college to college and semester to semester. Most have a practical "hands-on" approach to the topics covered. All instructors are required to use municipal cases and examples in their courses to ensure their applicability to the local government participants. Courses have included such topics as Excellence in Local Government, Open Meeting and Public Records Laws, Land Development Law, Municipal Accounting and Management, First Time Supervisors Management Skills Training, and How to Deal Effectively with the Public. One of the exciting results of the courses beyond the immediate lessons learned in the class is the opportunity for participants to meet people in similar positions in nearby communities. This encourages ongoing networking and information sharing among city and town officials and employees.

EOCD commends Middlesex Community College and its Director of Business and Industry, Christopher Brennan, for sharing this concept with sister institutions. The Municipal Management Institute is now offered at the following community colleges: Middlesex Community College in Bedford and Burlington, in partnership with Massachusetts Bay Community College in Wellesley; Cape Cod Community College in West Barnstable, in partnership with Bristol Community College in Fall River; Northern Essex Community College in Haverhill, in partnership with North Shore Community College in Beverly and Lynn; Quinsigamond Community College in Worcester, in partnership with Mount Wachusett Community College in Gardner; Holyoke Community College, in partnership with Springfield Technical Community College; Greenfield Community College; and Massasoit Community College in Canton and Brockton.

For more information about the Municipal Management Institute, contact your local community college, or Ann Whittaker at EOCD's Incentive Aid Program at (617) 727-3253. ■

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September | Executive Office of Communities and Development | 1989

Michael S. Dukakis, Governor | Amy S. Anthony, Secretary | Richard T. Howe, Assistant Secretary, Municipal Division

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Special Round of Federal Small Cities Funds Announced

Assistant Secretary Richard Howe presents Special Round award to North Adams. Left to right: Rep. Dan Bosley, CD Director Arlene Schiff, Howe, Mayor John Barrett, Todd Frederick (aide to Sen. Peter Webber).

Secretary Anthony recently announced approximately $6.5 million in grant awards to communities under a special round of the Massachusetts Small Cities Program (MSCP).

Amherst – $630,208 to construct a day care facility to serve predominantly low- and moderate-income families;

Beverly – $1,500,000 to construct and operate a senior center in the downtown;

Chelsea – $1,500,000 to replace a force main storm drain and pump station in the City's industrial area;

North Adams – $696,762 to replace water lines in two lower income neighborhoods as part of a comprehensive water system update;

Orange and Wendell – a joint award of $907,814 to construct recycling facilities in both towns to augment their existing recycling programs;

Shirley – $457,630 for sidewalk replacements as part of the Shirley Village Public Improvements Program;

Tisbury – $300,000 to construct a senior center on a donated site of land; and

Westport – $511,000 to install water lines in an area of the town where private wells and groundwater supplies have been contaminated.

The special round was designed to make grants available for three specific activities eligible under the federally funded Small Cities Community Development Block Grant Program.

- Community and neighborhood facilities serving low- and moderate-income populations, such as temporary shelters, day care centers, and day counseling centers;
- Infrastructure needed to address a critical community need, with particular emphasis on recycling equipment or material recovery facilities, and facilities to improve water supplies; and
- Infrastructure and improvements in low- and moderate-income neighborhoods.

In making this special round available, EOCD sought to fund projects which would not be competitive in the Small Cities General Fund round because of their size and specialized nature. The special round also supported the state's interest in neighborhood and downtown revitalization, and also sought to assist smaller towns in implementing recycling and water quality programs which complement activities undertaken by other state agencies.

Review of the special round proposals was an arduous task due to their competitiveness. Only about one dollar in five of the requests could be funded, meaning that 80 percent of the 48 requests had to be turned down due to funding limitations.

Forty-eight applications were received totaling $42.7 million in requests. Nearly half of the special round requests were for municipal infrastructure improvements. The second largest group of proposals was for community facilities projects. The balance of the special round requests were from cities and towns seeking to address a critical community need or an environmentally hazardous condition. Most of these proposals were from communities seeking solutions to specific solid waste management problems. ■

From the Desk of Amy Anthony

Dear Reader:

Recently, Governor Dukakis called for the creation of a new task force to examine local government financing and named John P. Hamill, Shawmut Bank president and chief executive officer, to chair the task force.

In making the announcement the Governor stated, "One of the most pressing issues facing the Commonwealth today is how local governments will pay for the services their citizens have a right to expect from them. Safe and secure neighborhoods and quality schools are critically important to the Commonwealth's future."

The Task Force on the Financing of Local Government, made up of business and labor leaders, legislators and local officials, will recommend ways to finance local government operations. Task force recommendations are expected this fall and will examine the following:

- ways local government can meet growing costs;
- current local revenue issues including expenses, revenue-generating capacity and additional local revenue-raising options;
- the state's role in providing financial assistance to the Commonwealth's cities and towns.

The group's recommendations will recognize the principles of predictability and early notice which have been central to the distribution of local aid.

As the Governor's appointee to the task force, I believe that the examination of local financing concerns is an excellent opportunity to encourage broader understanding of local fiscal issues and to assess the state's ongoing fiscal relationship with cities and towns.

Sincerely,

Amy S. Anthony

Amy S. Anthony

Staff Notes

Over the last couple of months, several staff have resigned from EOCD's Municipal Division to pursue new endeavors. We wish them the best of luck.

James McKenna, Incentive Aid Fiscal Monitor and a Project Manager, has moved on. Jim has been hired by the Town of Dover where he will serve as the Executive Assistant to the Board of Selectmen. Jim had been with EOCD for two years and had worked on both the Incentive Aid and Strategic Planning Programs.

Jacqueline Edwards has resigned from the position of Assistant Director of the Gateway Cities Program where she has worked for the past two years. The Gateways Program has not been funded in FY90. Jacqueline is relocating to the State of Virginia.

After three years as the Director of the Small Cities Program, **Scott Hebert** has been appointed as the Deputy Assistant Secretary for Housing Operations in EOCD's Housing Division. Scott will be responsible for managing the activities of 250 local housing authorities with about 47,000 units of state-aided public housing.

John Ryan has resigned his position as Director of Economic Development Technical Assistance for the Municipal Division after 2 1/2 years. John is taking a position with Westfield 2000, a downtown development corporation. As Executive Director, John will be responsible for downtown revitalization, real estate development and business recruitment.

Elizabeth Pasierb has left EOCD to take a position with the Frederick County Government in Maryland, where she will be doing planning for housing and capital facilities. For the past four years, Beth had been working on the Strategic Planning Program, and for the past two years had been the Program's Assistant Coordinator. ■

Membership
Task Force on Financing Local Government

John Hamill, Chairman of Task Force — President and CEO, Shawmut Bank

Amy Anthony — Secretary, Executive Office of Communities and Development

Joan Bok — Chairman, New England Electric System

Joseph M. Bonavita — Executive Director, American Federation of State, County & Municipal Employees, Council 93

Honorable John Bullard — Mayor of New Bedford

Robert Ciolek — Executive Director, Boston Water & Sewer Commission, and former Budget Director, City of Boston

John E. Drew — President and CEO, World Trade Center

Edward Dugger, III — President and CEO, UNC Ventures, Inc.

William E. Foster — President and CEO, Stratus Computer, Inc.

Paul Marshall — Selectman, Town of Lexington

Anthony Sapienza — Vice President, Grieco Brothers

James Segal — Hale and Dorr

David Starr — Publisher, Springfield Newspapers

David Tobin — Superintendent, Assabet Valley Regional Vocational Technical School

Senator John W. Olver — Amherst

Representative Robert A. Havern — Arlington

Core Focus Provides Affordable Housing and Commercial Space in Ashfield

Ashfield House

The "Ashfield House," a huge building rich in historical significance, was built in 1824. In the last 130 years it has served as a tavern, hotel, restaurant, and most recently as a home for seniors. Situated on Main Street in the picturesque New England village of Ashfield, it is within walking distance of the library, lake, golf course, stores and churches. The building has been in the Corbett Family since 1943 when Georgianna Corbett, grandmother of the present owner and a longtime employee of the inn, bought it to save it from demolition.

The Town of Ashfield first approached EOCD about its Core Focus (Community Revitalization for Commercial Urban Sites) Program in February of 1988, when it submitted a preliminary "Notice of Intent." At that time the community was requesting $200,000 in Massachusetts Small Cities Program (MSCP) funds and nine Chapter 707 rent subsidies. "We were very excited about the project from the beginning," stated Toni Hall, MSCP Deputy Director and Coordinator of the Core Focus Program. "The building, which has been vacant since 1987, is a perfect example of the mixed-use residential/commercial structure which the Core Focus Program is designed to assist. We also knew that we had a capable partner in the Franklin County Regional Housing Authority (FCRHA) and that's a very important piece." Donna Cote of the FCRHA is administering all the aspects of the project on behalf of the community.

As the project evolved, its scope also increased. The final project, now having a total development cost of $700,000, involves the creation of 17 residential units and four commercial/office spaces. EOCD's Chapter 707 Moderate Rehabilitation Program will ensure that eight two- and three-bedroom units and two one-bedroom units will be affordable to low- and moderate-income families.

Six additional one-bedroom units will also be created for elderly and single persons.

When the owner had secured as much private financing as possible, ($400,000), a $300,000 Core Focus grant to the community from EOCD provided the gap financing needed to make the project viable. The Town then provided a low-interest loan to the owner. Construction is expected to begin in late September and should be completed by the end of January of 1990.

In addition to providing essential housing, the project also addresses another need in the community. The Sanderson Academy in Ashfield has initiated an option for three to five years to rent the commercial spaces for additional classrooms. This will be a tremendous short-term benefit to the school and to the community.

This project is the result of a cooperative partnership among the Town of Ashfield, the building's owner, Mary Corbett and her daughter Suzanne, the Franklin County Regional Housing Authority and the Massachusetts Executive Office of Communities and Development; Senator John W. Olver also lent a great deal of support to the project. "What is most pleasing about this project is that all parties were willing to work together," remarked Scott Hebert, MSCP Director. "The review process was a breeze and, in the end, we will have saved a valuable community resource and provided needed affordable housing for low- and moderate-income families."

If you would like more information regarding this project or the Core Focus Program in general, please contact Toni Coyne Hall, MSCP Deputy Director, at (617) 727–0494. ■

Forum Set on Innovative Housing Funds

With tight public budgets ahead, where will we get the resources to meet our future housing needs? Doesn't an affordable work force *depend on* affordable housing? What new sources of funding and financing hold promise?

These are just some of the questions that will be addressed at a major day-long forum scheduled for *November 9, 1989*, at Boston's Back Bay Hilton and sponsored by the Metropolitan Area Planning Council (MAPC). "Getting to the Year 2000: Affordable Housing Resources for the Future" will showcase new ideas in housing funding and financing and bring together business leaders, local officials, lenders, planners, developers, and housing activists to plan "action strategies" for the future. For more information, call Judy Alland at (617) 451–2770. ■

Small Town Administrators Attend Orientation Workshop

The Small Town Administrators of Massachusetts (STAM) conducted a series of training sessions designed specifically for new municipal employees. The orientation workshops, funded by EOCD, provided basic information on Massachusetts town government administration to recently hired circuit riders and administrative assistants, supported by Incentive Aid grants.

Topics of the workshops included Municipal Finance and Proposition 2 1/2, Leadership and Public Presentations, Town Budgeting, Public Relations in the Political Environment, and Personnel Administration. Representatives from the Massachusetts Department of Revenue led the workshop on municipal finance; the other workshops were conducted by experienced STAM members.

"The idea behind the workshops is to brief the new members of our group on the issues and processes of local government in Massachusetts," stated David Kiley, Chairman of STAM and Circuit Rider for the Towns of Becket and Hinsdale. "Many of the new administrative assistants come from either the private sector or another state, and this series of workshops helps them develop skills that they will need to successfully serve their towns."

"There are some uniquely Massachusetts issues that all of us have to deal with to adequately serve our towns," stressed Kathryn Martin, originally from Alabama and now the Administrative Assistant for the Town of Granville. "For example, we've got to fully understand Proposition 2 1/2 to be able to guide our communities on its interpretation."

The workshops examined the expanding scope of issues facing local governments. "Running a small town is a much more complex task these days. Selectmen need administrative capacity to sort out the various courses of action available," noted Christopher J. Crowley, Director of the Incentive Aid's Circuit Rider Program. "Almost every community must make major decisions on such issues as the budget, zoning and land use, repairs to the infrastructure, waste removal and the environment. Having a circuit rider or administrative assistant allows the town to research each issue and make its decision on the widest range of options possible."

The STAM workshops were open to all western Massachusetts circuit riders and administrative assistants. The following towns or groups of towns were represented by participants in the program: Ashfield and Plainfield; Becket and Hinsdale; Blandford; Charlemont, Heath and Hawley; Chester; Deerfield; Dudley; Erving; Florida, Hancock and Savoy; Granville; Hatfield; Hubbardston and Phillipston; Leverett and Shutesbury; Leyden; Rowley; Southwick; Sunderland; West Stockbridge and Richmond; Whately and Gill. ■

Growth Commission Will Continue Its Work

The Special Commission on Growth and Change in Massachusetts was established by the legislature to develop a growth management policy for the Commonwealth. Since it is a special legislative commission, it was seriously affected by the FY90 budget cuts eliminating all funding for such commissions. However, the absence of a budget does not necessarily mean the demise of the Commission which is legislatively authorized through December 31, 1989, and with legislation pending to extend the Commission through June 30, 1990. (The bill contains no additional funds.)

The Growth Commission recently decided to organize a fundraising drive to support its operations. Several workplan alternatives were then agreed to, contingent upon funding. Commission Director Pam Brown is drawing up the Commission's final report for September 30th, and deliberation and ratification will follow. Assuming some additional funds are acquired, the Commission plans to have draft legislation ready to implement the final report recommendations by December 31. If the Commission's authorization extension is approved, as expected, it will remain intact to support the draft legislation through House and Senate hearings, negotiations, amendments and public education efforts.

Focus Groups—Despite the budgetary setback, Commission members have continued their fast-paced schedule holding Commission, subcommittee and now focus sessions almost weekly. The purpose of the focus sessions is to get as much input as possible concerning the conclusions reached by the Local and Regional Subcommittees. These meetings are set up around specific viewpoints in which environmentalists meet and give their perspective, followed by local, state, regional and consulting planners, and then lawyers and developers. The intent is not to have diverse interests debate deep-seated differences, but to ensure that the Commission correctly comprehends the interest groups'

views and their reasons for supporting those positions.

Grandfathering—The Commission has reversed itself on an earlier decision to focus only on completing its own work this legislative session, and is now taking positions on the "grandfathering or vested rights" bills before the Joint House/Senate Local Affairs Committee. Based upon feedback from the Subcommittees and focus sessions, it was agreed that the grandfathering provisions in the state's zoning legislation (Chapter 40A) are intricately tied to the feasibility of probable Commission recommendations.

For example, one of the outcomes of the Growth Commission may be to require communities to develop comprehensive plans by 1994 *and* to revise local zoning to implement these plans in order for the zoning to be valid. The question is what would happen as communities all over the state simultaneously advertise public hearings to drastically overhaul their bylaws/ordinances? It is anticipated that landowners and developers would immediately file preliminary plans that would negate the intended zoning changes even if eventually passed by the community. For example, why identify the protection area around wells in the municipal water supply system, if when you declare your intent to rezone to protect these resources, you trigger an avalanche of development proposals which will supersede the rezoning?

The Growth Commission has held several meetings to discuss the complex issue of balancing the rights of landowners and developers who have made investments on the basis of existing rules, with the valid need of communities to amend those rules. A recent meeting included presentations by the Joint Local Affairs Committee staff and Committee Co-chairman Senator Michael Barrett, the Massachusetts Homebuilders Association and the Executive Office of Environmental Affairs. Secretary Anthony and the Office of Local and Regional Planning have formulated a policy position on this issue which proposes grandfathering, for five years, those proposals that have preliminary plans filed prior to the first public notice. Presently, the preliminary plan would have to be filed prior to the final vote of Council or Town Meeting and would be protected for eight years.

The Growth Commission plans to formulate a position which it will file with the Local Affairs Committee relative to all the grandfathering bills before it. It also intends to address the issue in its own proposed legislation, specifically as it relates to the implementation of comprehensive planning under the new bill. ■

EDSA Grants Awarded to Huntington, Hardwick, Franklin, and Greenfield

Five Economic Development Set-Aside (EDSA) grants were recently awarded by the EOCD to the Towns of Huntington, Hardwick, Franklin, and Greenfield. The grants will support the start-up and expansion of four businesses and a small business incubator, creating an estimated 90 new jobs which will primarily benefit low- and moderate-income persons.

Under the Economic Development Set-Aside, EOCD uses federal Community Development Block Grant funds, through its Small Cities Program, to provide grants to cities and towns with populations under 50,000. These communities, in turn, lend funds to businesses or non-profit corporations for projects which will save or create jobs for low- and moderate-income persons. EDSA loans are structured to meet the financial requirements of each borrower and can be subordinated to other lenders. The loans are repaid to EOCD which utilizes the funds to support future eligible projects.

A $112,350 grant was awarded to Huntington for the acquisition of a new community health care center by the Worthington Health Association, a non-profit health care provider which is expanding its services to Huntington. The project will create 11 jobs and provide health care in a medically under-served area.

The Town of Hardwick received a $125,300 grant to assist Hardwick Kilns in the company's expansion. Hardwick Kilns currently engages in the purchasing, grading, drying, packaging and reselling of high quality hardwoods. A new facility built as a result of the loan from the Town will enable the company to add planing and molding to its range of services and will create six new jobs.

Using $192,600 in EDSA funds, the Town of Franklin will make a loan to the Moseley Corporation, a start-up manufacturer of portable, free-standing merchandising equipment used in the food service and retail shopping industries and commonly seen in subway stations, college campuses and shopping malls. The carts are a sales center for an array of products including yogurt, hot dogs, doughnuts and pizza. It is anticipated that 20 jobs will be created.

The Town of Greenfield was awarded a $200,980 grant which will be lent to Lightlife Foods, Inc. Lightlife produces tofu and tempeh products, including tofu pups (hot dogs) and a full line of meat substitute products. Demand for Lightlife's products is growing as consumers become more health conscious. The EDSA grant will enable Lightlife to begin manufacturing the tofu pups in-house and expand its operations, thus creating at least ten new jobs.

Greenfield also received $331,700 in EDSA funding to support the first small business incubator facility in Franklin County. The Town will lend $310,000 to the Franklin County Community Development Corporation to develop the Venture Center of Franklin County. The Venture Center will provide space in the small sizes needed by young and start-up businesses and will offer tenants free administrative and business consulting services. Small business incubators provide a more supportive environment for start-ups, which it is hoped will lower the small business failure rate. Incubator tenants will create an estimated 42 new jobs, and the project will help strengthen and diversify the Franklin County economy.

For more information on the EDSA Program, please contact David Weiss, Director, or Lynn Shields, Assistant Director, at (617) 727–7180. ■

Natick and Framingham Plan a Cooperative Strategy

The Towns of Natick and Framingham have a long history of significant growth starting with post-war suburbanization and completion of the Massachusetts Turnpike, and highlighted by the establishment of a major commercial area straddling their borders. In the area bounded by Route 9, Route 30, and Lake Cochituate —known as the "Golden Triangle" —huge amounts of commercial and office development have continued to be built producing serious traffic congestion and burdening other community services and infrastructure.

In the last decade, specific development projects in the area have been the subject of a number of studies including the MetroWest Growth Impacts Study, the Framingham Master Plan and a number of environmental impact reports. Although these studies have recommended a broad variety of regional and individual actions, until recently Natick and Framingham have not developed management strategies for addressing growth in the shared triangle. A recently completed growth management project, funded through a $41,000 EOCD Strategic Planning grant, has recommended a complete revision of the land use regulations which direct growth in the Golden Triangle.

The project was conducted by a steering committee broadly represented by town officials and the private sector. The MetroWest Growth Management Committee staff convened the project meetings and IEP, Inc. was hired as planning consultant. EOCD, Executive Office of Transportation and Construction and Massachusetts Turnpike Authority representatives participated in the project as well.

Early Steering Committee meetings focused on community and business sector goals for the project area. Evaluation of current land uses, infrastructure capacity, and the role of the Golden Triangle within the communities and the region led to discussions of appropriate land use intensities, the mix of uses allowed, and expectations for infrastructure improvements, especially roadway improvements. Development scenarios illustrating the type and size of projects allowed under current regulations led to evaluations of alternatives under different regulations. The reality of reduced state resources for roadway improvements was considered a crucial aspect in developing realistic assessments of future development. Also, there were significant discussions over whether to introduce housing as an allowable use in an area that has been dominated by commercial and office functions.

The consultants produced technical reports on existing conditions, buildout potential, market conditions, alternative strategies and ultimately a land use plan with proposed zoning bylaw changes. The Steering Committee debated the issues, revised the proposals and held public forums to field test the ideas and receive comments and suggestions from area citizens. The following are among the conclusions which will shape the final plan:

- future development levels should coincide with infrastructure capacity serving the area;
- design standards should guide the size, shape and siting of projects;
- housing should be an allowable use and should be permitted at densities competitive with commercial projects;
- density bonuses should be available to developments that provide amenities to serve the area, such as open space, pedestrian facilities and traffic and transit system improvements.

The Land Use Plan proposed by the Steering Committee calls for a reduction in development not only within the Golden Triangle, but much of the Route 9 corridor in both towns. Through the use of bonuses it allows the Golden Triangle to be more densely developed than the rest of the corridor but links that density to public amenities and design requirements. It also calls for a project review procedure to ensure compliance. To accomplish the strategies contained in the plan, two Highway Overlay Districts are proposed—a Regional Center District for the Golden Triangle and a Highway Corridor District for adjacent areas.

After months of work, the Committee reached consensus on its goals, the issues, the preferred strategies, and a plan for implementation. The next step will be for Committee members to take the proposed plan back to their boards, committees and interest groups for further reaction and suggestions. The full committee will serve to maintain communication among the members and consider revisions to the plan in advance of Town Meeting consideration. Importantly, private sector funding has been contributed to continue the planning process since EOCD grant funds have been exhausted.

Ros Delori, Director of the MetroWest Management Committee served as chairman of the Steering Committee. "I am optimistic about the chances for Town adoption of the plan and its bylaw recommendations." Delori credits its early agreement by the Committee members to strive for consensus and pursue recommendations clearly supported by all the players as a key factor in the Committee's success. She also indicated that a broad-based, committed group and a high quality consultant were also critical factors.

A variety of products resulting from the project are available. Further details about the progress of continuing activities by the Steering Committee and the Golden Triangle Plan project may be obtained by contacting Ros Delori at the MetroWest Growth Management Committee or the Strategic Planning Program. ■

Strategic Planning Awards Highlight Regional Planning Efforts

EOCD Secretary Amy Anthony recently announced the Fiscal Year 1990 Strategic Planning Grant awards which this year will focus on regional planning efforts.

Only six of the 47 applicants were awarded funds during an extremely competitive funding round in which the program budget had been reduced from $1,000,000 to $175,000, more than an 80 percent cut. The six awards were made to Merrimack Valley Planning Council, Berkshire County Regional Planning Commission, Pioneer Valley Planning Commission, Franklin County Planning Department, and the communities of Springfield and Monson.

Berkshire County Regional Planning Commission has been awarded a Strategic Planning grant of $44,000 to develop regional economic development strategies aimed at the conversion and/or diversification of the region's economy from military to non-military based activities. The study will include analysis of employment forecasts, identification of target industries and evaluation of potential locations.

Franklin County Planning Department received a $40,000 grant to prepare a management plan for the Deerfield River. The management plan will include maps and databases of land use, zoning and ownership patterns with recommendations for strategies to manage future development and to respond to the upcoming licensing of utility company dams on the Deerfield River.

Thirty thousand dollars was awarded to the Merrimack Valley Planning Commission on behalf of the City of Lawrence and the Towns of Andover, Methuen and North Andover for the purpose of establishing a regional housing partnership and compact. The grant activities include establishing a formal compact among the participating communities which delineates the housing needs in each community, the funding programs best suited to meet those needs and a timeline of local commitment to meet those needs. The regional strategy will also address housing needs through outreach programs, zoning and land use policy proposals and coordination of existing resources to serve regional needs.

The Pioneer Valley Planning Commission received a $20,000 Strategic Planning grant to develop regional water supply protection strategies. This study will focus on region-wide conservation strategies and the identification of emergency inter-municipal connection options.

The City of Springfield has been awarded a grant of $23,000 to undertake a comprehensive study of the Boston Road corridor. The study will analyze land use and zoning, the viability of expanding current uses, infrastructure limitations and the need for design improvements. The result will be the creation of a development plan for the corridor.

Finally, the Town of Monson has been awarded $5,000 to develop an industrial development policy, designate suitable industrial districts and complete necessary mapping.

The remaining Strategic Planning Program budget of $13,000 has been set aside for mini grants to be awarded for training and educational activities. Mini grants are expected to average $2,000-$3,000. Anyone with a land use or growth management training proposal should contact Strategic Planning staff at (617) 727–3197 before submitting an application. ■

How To Start a Loan Fund for Renters

Practical Guide Now Available

Using a Massachusetts Housing Partnership Challenge Grant, the Renters Revolving Loan Fund in Boston has prepared a guide for community groups to help tenants with the up-front costs needed to secure an apartment. The goal of the Challenge Grant Program is to encourage and support innovative approaches and strategies for creating or preserving affordable housing.

The Renters Revolving Loan Fund has designed a program for tenants who can meet their monthly rent payments but are unable to cover initial moving expenses (security deposit, first and last months' rent). The inability to raise this cash often forces tenants to remain in inadequate or unsafe housing and may even drive some tenants to shelters. The program operates through four participating housing counseling agencies.

The guide includes information on program design, organizational structure, fundraising, program evaluation, other loan funds, and sample loan processing forms.

To order a copy of How to Start a Loan Fund for Renters send a $5 check payable to Renters Revolving Loan Fund to Norma Moseley, Renters Revolving Loan Fund, c/o ESAC, 20 South Street, 4th Floor, Jamaica Plain, MA 02130. ■

Boston Establishes Archives and Records Management Division

With the passage of a home rule petition, the City of Boston has established the Boston Archives and Records Management Division and the Records Advisory Commission. Establishment of the Commission and the Division enables the City to implement a program of records retention and archival management to protect those municipal records which have an enduring administrative or historic value.

Municipal records are governed by various state and local laws. All city and town records in the Commonwealth require safe keeping and preservation for a variety of reasons. Certain records must be retained for legal and financial reasons; other

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Municipalities Receive Personnel Management Assistance

Personnel costs account for 70 to 80 percent of most municipal budgets. Effective management of personnel has become increasingly important with the financial constraints most Massachusetts communities are experiencing. A new and improved resource is available to cities and towns in response to the overwhelming interest in providing effective personnel management. Through strong leadership, sound planning, and assistance from the Incentive Aid Program, the Massachusetts Municipal Personnel Association (MMPA) has become an organization on the move. MMPA offers training and support, information and referral, and high quality workshops to community personnel directors and municipal administrators responsible for personnel functions.

With the need never greater to establish and maintain professional, cost-effective personnel services, the MMPA was awarded a FY89 Incentive Aid grant through the Town of Needham to establish the position of Executive Secretary. The position was created to provide assistance in organizational development, to increase professional membership, to achieve recognition of the importance of the personnel function and to coordinate the efforts of the association in providing technical assistance to municipalities.

The MMPA's membership has tripled in the last two years and now has over 200 members, including personnel directors, board members, town managers, executive secretaries, selectmen and businesses in the private sector whose interests include municipal government.

A sampling of the association's monthly meeting programming includes the following topics: Health Care Cost Containment, Alternatives to Civil Service, AIDS—Impact on the Workplace, and MCAD—Affirmative Action Adherence.

The association is undertaking two legislative initiatives this year as well. An MMPA "Civil Service Task Force" has been working with the Massachusetts Department of Personnel Administration and the Joint Committee on Public Service to introduce amendments to the proposed Public Management Act, which, if passed, could bring significant changes to personnel administration in Massachusetts cities and towns. The MMPA Board of Directors has also been advocating for legislation to improve health care cost management.

One of the newest features of the association is a statewide "Resource Network," created to address problems and concerns of communities on a daily basis. Network representatives are available in each county to answer questions or direct users to sources of assistance.

A popular service provided by the MMPA is the annual publication of the "Bench Mark Survey," an up-to-date review of public service wages being paid in municipalities throughout the Commonwealth. (see attached article on Collective Bargaining Results)

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records are essential to the daily operations of municipal government; and selected records are important historical resources for citizens, scholars and students. Concurrently, the wealth of documentation created by municipal offices and the severe limitations on available storage space require effective management of municipal records.

The new Boston Archives and Records Management Division, located within the City Clerk's Department, is responsible for the appraisal, arrangement, storage, and preservation of the City's noncurrent records. Initial efforts have identified more than 20 separate storage locations for City records. Approximately 100,000 cubic feet of records may exist throughout the City. The Archives Advisory Commission, appointed by Mayor Flynn, will oversee and give approval to the programs of the Division.

Selection of a permanent site for the Archives and Records Retention Center is currently underway. When completed, it will consist of a city archives vault for the storage and preservation of records determined to have vital or historic value, a city records center for storage and retention of non-current records, an exhibit room which will display selections of historical records for visitors and a research room to facilitate use of public records.

In order to establish a norm for the disposition of local government records, the state Supervisor of Public Records authorizes specific retention/disposition schedules for municipal departments.

The Archives Act also defines the responsibilities of Boston municipal department heads. These duties may serve as a guide for other city and town officials. The official in charge of any municipal department, agency, board, office, commission or public corporation is required to:

a. create and preserve public records that document functions, policies and procedures;

b. establish and maintain controls over the creation, maintenance and use of records and guard against the loss or the unlawful removal of records;

c. apply approved records retention schedules to dispose of records, including transfer to the City's central records center or archives repository;

d. appoint an employee who shall act as a liaison between the agency and the Archives Division on all matters relating to the department's records and record-keeping practices.

Although in the early stages of program development, Boston Archives and Records Management Division personnel would welcome discussions with officials from other municipalities regarding appropriate retention and disposition schedules for public records, and the development and implementation of policies and procedures for handling municipal records. For additional information please contact Edward W. Quill, City Archivist, or William E. Brown, Jr., Deputy Archivist, at the Boston Archives and Records Management Division, Millstone Road, Hyde Park, Massachusetts 02136. The Records Management Division may be reached at (617) 722–4300, extension 4343. ■

Information regarding the role of personnel boards, administration of employee benefits, and the institution or revision of personnel by-laws are just a few of the other materials disseminated through the organization.

The cost of a non-existent or poorly administered personnel system is high. The Massachusetts Municipal Personnel Association helps provide its members with the knowledge and expertise needed to manage the human resource function in municipalities. If you would like additional information about MMPA services, please contact Athena V. Halkiotis, 60 Temple Place, Boston, MA 02111 or call (617) 426–7272. ■

Local Collective Bargaining Survey Results

Among the many informational services that the Massachusetts Municipal Personnel Association (MMPA) provides its members are up-to-date collective bargaining wage settlements arrived at by communities throughout the Commonwealth. The following chart identifies percent wage increases for fiscal years 1989, 1990 and 1991 for police, fire, public works and clerical employees. Blank spots indicate that when the survey was taken by MMPA staff, the contracts were either not settled or an agreement was reached by the municipality and respective union to "re-open" bargaining at a later point, after the city or town can re-assess its fiscal status. The survey results include settlements as of January 1, 1989.

Although there was limited response to the wage settlement survey, the communities which participated represent a good cross section of cities and towns across the Commonwealth.

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MMPA SURVEY
COLLECTIVE BARGAINING SETTLEMENTS (%'s)

	FIRE			POLICE			DPW			CLERICAL		
Community	**89**	**90**	**91**	**89**	**90**	**91**	**89**	**90**	**91**	**89**	**90**	**91**
Amherst										5		
Andover	6			6			6			6		
Arlington	5	5										
Attleboro	M			6	6		6	6		M		
Belmont	5	5		5	5		5	5		5	5	
Braintree							5	5	5	5	5	5
Brookline							5	5		5	5	
Burlington	5			5			5			5		
Cambridge	3	5.5		3	3.5	3	3			3		
Danvers	5						5	5		5	5	
Dennis				6	6	6				5	5	
Easton	6			6			6	6.5	7	6	6.5	7
Everett							4	5	5	4	5	5
Foxborough	6	6		5.5			6	6		6	5	
Gloucester	5.75	5.75		5.75	5.75							
Hanover				5	5							
Harwich	10	5	5	10	5	5	10			10		
Harvard				5	5							
Ipswich	5	5+3.3	5	5+3.3			5	4+2.5		5	4+3	
Lancaster				6								
Lawrence	5	5	5	5	5	5	5	5	5	5	5	5
Lexington	6	6.5					6	6.5				
Lincoln	6	5		6	5		6	5				
Lowell	3+2	3+3		3+2	3+3							
Lynn	2.5	3.5		2.5	3.5		2.5	3.5		2.5	3.5	
Manchester	5.5	5.5		5.5	5.5		5.5	5.5		5.5	5.5	
Malden	6.5			6.5			6.5			6.5		
Mansfield	6.25	6.5		6.25	6.5		6	6.5	6.5			
Marblehead	4+2	6		4+2	6		4+2	6		4+2	6	
Medford	4+2			4+2			4+2			4+2		
Milford	4.5			6			5			5		
Natick	5			5			5			5		
New Bedford				6,2	5		5	4.5		5	4.5	
Newton	5	5.5		5	5.5		5	5.5		5	5.5	
N. Attleboro	5.5	5.5		5.5	5.5		5	5.5		5	5.5	
Norwell	6	6	6	6	6	6	6					
Norwood	5			5	4.75		6	6		6	6	
Orleans	8			10	11	10	13	10		10		
Palmer				5.5	6		5	5				
Pepperell				3.5	5					3.5	5	
Quincy				6	6		6	6		6	6	
Seekonk	5.75			7	7		7	7		6.5	5	
Somerville	*	*		2+4	3+3		6.5	4+3		6.5	4+3	
Springfield	5.5	5.5	5.5	5.5			5.5	5.5		5.5	5.5	
Stoughton	5.5	6					5.5	6		5.5	6	
Walpole				6	4.75		6	6		6	6	
Watertown	4.5			4.5			4.5			4.5		
Wayland	5.5	5+1		5.5	5.5		4.5			4.5		
W. Bridgewater							5.5	5.5	5.5	5	5	
Weston	5+1	5		5.5	5.5		5.5	6	6	6-9		
Westport	5			5			5	5		5		
Westwood	5	5	5				5.5	5.5	5.5	5.5	5.5	5.5
Averages	**5.51**	**5.61**	**5.3**	**5.5**	**5.68**	**5.83**	**5.27**	**5.76**	**5.69**	**5.51**	**5.43**	**5.5**

IF THERE IS A BLANK SPOT THE CONTRACT IS NOT SETTLED

M= in mediation

*** = Somerville Fire F.Y. 89 - 3.25 - 3.75**
F.Y. 90 - 3.5 - 4.2

Financial Training Program Completed

Utilizing an Innovative Award through EOCD's Massachusetts Small Cities Program (MSCP), the Town of Greenfield recently completed a financial training program on revolving loan funds. The $30,000 grant enabled Greenfield and the co-sponsoring communities of Taunton, North Adams, Peabody, Montague, Charlemont, Orange and Uxbridge, to develop a training and technical assistance program to improve the overall local management of revolving loan fund operations.

Communities in Massachusetts may establish revolving loan funds in order to make flexible financing available to companies which are expanding and which meet the economic development objectives of the community or region. Typically, municipalities, working with local lending institutions, use state or federal funds to underwrite a portion of the interest rate. Once the loan has been made, the company makes repayments to the municipality, which in turn usually makes these funds available for additional loans to other local companies.

The municipality is responsible for meeting the particular guidelines of the initial funding source—Housing and Urban Development, Economic Development Administration, or Small Business Administration. It is also responsible for establishing and reviewing loan applications and monitoring repayments. The revolving loan concept is a popular economic development tool which is used to support projects in about 25 Massachusetts cities and towns. A major source of funds in Massachusetts has been the Small Cities Program, using HUD Community Development Block Grant (CDBG) funds.

Approximately 25 people participated in classes, reviewed case studies, and helped with the development of computer software. Boston Financial Resources, Inc. was hired to develop a computer program designed specifically to help communities meet the new HUD/MSCP regulations for financial evaluation of projects.

The first part of the training considered the fundamentals of financial analysis, including the terms and concepts of accounting principles, with case examples used to provide greater detail. Classes covered spreading a company's financial statements, conducting ratio analysis, determining cash flow, determining a company's ability to incur additional debt, and break-even analysis. The final portion of the training program reviewed HUD requirements on evaluating and monitoring performance by communities and firms on low- and moderate-income hiring commitments. The consultant also outlined what constitutes a complete file for MSCP and HUD.

There was agreement among those attending that the training was very beneficial to communities, particularly when using Small Cities funding. Products available from this training program include a handbook on topics covered during the training classes, the computer software, on-site consulting with the community on local projects, an operations handbook on managing loan funds, and a video of the training sessions.

Attendees at loan portfolio training.

For additional information, please contact Bill Grab, Director of Planning and Development in the Town of Greenfield at (413) 774–6544, or EOCD at (617) 727–7180. ■

Four New Home Rule Charters Adopted in 1989

Home rule charter activity in FY 1989 included the adoption of new charters in Barnstable, Chelmsford, Norton and Salisbury. Each Town made significant structural changes to its local government via charter adoption.

The Home Rule Amendment to the Constitution of the Commonwealth of Massachusetts was adopted in 1966. This amendment allows cities and towns to examine the issue of local government structure and to propose a framework for the municipality's governance. Since 1966, 64 communities have adopted "home rule charters" by election of a charter commission and accepting the commission's recommendations.

Barnstable's new charter creates a **town council-manager** form of government to replace its **representative town meeting-board of selectmen** charter of 1972. The town council will appoint a manager to oversee the Town's daily operations. Board and commission members will be appointed by the council, while the manager appoints most officers and employees. Barnstable joins Franklin, Methuen, Watertown, Greenfield, and Southbridge as the newest "town council" community.

Chelmsford adopted a charter providing a **representative town meeting-board of selectmen-town manager** government. Prior to the charter's adoption, Chelmsford was the largest town in the Commonwealth with an open town meeting as the legislative town body. The representative town meeting will have 162 members (18 elected from nine precincts). Several boards and commissions, including the Planning Board, Library Trustees, and Board of Health, will continue to be elected; however, the manager will be responsible for the appointment of most town officers, department heads and employees. An extensive budget

preparation provision requires that the Board of Selectmen and School Committee conduct a yearly review of the Town's financial condition to develop policies providing a general framework for the budget preparation process. The town manager and school superintendent then work together to produce guidelines consistent with the policies developed. This process encourages a cooperative working relationship between the town and the school system in allocating available revenues. Chelmsford also used the charter adoption process to create a consolidated public works department. This consolidation had been recommended by a study which was funded partially by the Incentive Aid Program of EOCD.

Both Salisbury and Norton retained the open town meeting in their new charters, but created new town manager positions to strengthen control over department operations and financial management practices.

Charter commissions were elected this spring to propose charters for the Towns of Wayland, Millbury, Maynard and Dudley.

Adoption of a home rule charter requires: (1) petition by 15 percent of the voters to put the question of framing a charter on the local election ballot; (2) election of a nine-member charter commission, which may take up to 18 months to issue a charter proposal; (3) publication of preliminary and final charter proposals; and (4) placing the question of charter adoption on the ballot for voter approval/disapproval. Currently, 64 communities (six cities, six council-manager towns, and 52 town meeting towns) operate under home rule charters.

Additional information on the home rule charter adoption process is available by contacting Marilyn Contreas of EOCD's Office of Municipal Management and Policy Analysis at (617) 727–3253. ■

Call 1-800-392-6445 for information and technical assistance on Division of Municipal Development Programs.

Division of Municipal Development
Executive Office of Communities and Development
100 Cambridge Street • 18th Floor • Boston, MA 02202

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Community Development Action Grant (CDAG) Program
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Sandra Moore, *Assistant Director*

Urban Revitalization Development Grant (URDG) Program
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Federal Economic Development Programs
Carolyn Britt, *Director*

Economic Development Set-Aside (EDSA) Program
David Weiss, *Director*
Lynn Shields, *Assistant Director*

Economic Development Feasibility Studies
Mark Nardone, *Coordinator*

Main Street Program
Lynn Bowness, *Director*

Commercial Area Revitalization District (CARD) Program
John Young, *Coordinator*

Chapter 79A Relocation Assistance
Sylvester Sylvia, *Coordinator*

Massachusetts Small Cities Program — **727–0494**
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Marlene Bryant, *Program Monitor*
Patricia Dervan, *Program Monitor*
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Cliff Risack, *Program Monitor*
Ricardo Sanchez, *Program Monitor*
Carol Wolfe, *Program Monitor*
Elizabeth Jeppson, *Deputy Director of Finance*
Donald Studley, *Fiscal Monitor*
Patricia Wulftange, *Fiscal Monitor*

Housing Development Support Program (HDSP)
David Lawson, *Housing Resources Coordinator*

Rental Rehabilitation Program
David Lawson or Sumner Lederman, *RRP Program Specialist*
Stephen Merriam, *Housing Program Specialist*

Office of Local and Regional Planning — **727–3197**
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Strategic Planning Program
Mark Siegenthaler, *Coordinator*

Land Use Technical Assistance
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Office of Municipal Management and Policy Analysis — **727–3253**
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Ali M. Makke, *Municipal Management Officer*
Jeffrey Peterson, *Municipal Management Officer*
B. Ann Whittaker, *Municipal Management Officer and Policy Analyst*

Local Government Structure Technical Assistance
Marilyn Contreas, *Program and Policy Analyst*

Budget and Administration — **727–3253**
Sandra M. Coakley, *Coordinator*

State Clearinghouse (federal grant review)
Beverly Boyle, *Coordinator*
Normand Ouellette, *Assistant Coordinator* ■

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Main Street Begins New Round

EOCD recently completed its new round of Massachusetts Main Street Program grant awards, bringing five additional communities into the program. Two communities, Hull and Barnstable (Hyannis), will participate under the federally funded Small Cities Community Development Block Grant program; and three cities, Haverhill, Pittsfield and Westfield, will be funded through the state's Urban Demonstration Program. These communities were chosen after a competitive process that assessed their ability to provide local public and/or private funds to sustain a downtown revitalization organization; the existence of strong public-private leadership; resources within the downtown area, such as Commercial Area Revitalization District (CARD) designation, historic buildings and master plans; and community need.

Designation as a Main Street community will afford each of these communities a grant to pay the salary of a full-time downtown project manager and an intensive program of technical assistance.

The Main Street Program utilizes a "Four-Point Approach," developed by the National Main Street Center, that concentrates on elements of **Organization, Design, Promotion and Economic Restructuring.** The intent is to create a locally funded and controlled downtown revitalization organization that understands the importance of strategic planning, knows how to draw volunteers into the process for guidance *and* implementation, and can sustain itself once state start-up monies and technical assistance have ended.

The Massachusetts Main Street Program, in existence since the early 1980s, has had approximately 20 "Main Street Graduates," cities and towns which have successfully completed a four year program commitment. In addition to the new round of communities, second year Small Cities funded programs include Chelsea, Franklin, Greenfield, Peabody and Taunton; New Bedford and Worcester are in their second year under the Urban Demonstration category.

For more information on either the Small Cities Main Street Program or the Urban Demonstration Program, please contact Lynn Bowness, Main Street Director, at (617) 727–7180. ■

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